



Exeter City Council

To the Chair and Members
of the Scrutiny Committee - Community

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AGENDA FOR
EXETER CITY COUNCIL
SCRUTINY COMMITTEE - COMMUNITY

The Scrutiny Committee - Community will meet on **TUESDAY 1 JUNE 2010**, 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 9 March 2010.

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 **MINUTES OF COMMUNITY SAFETY STRATEGY GROUP**

The minutes of Community Safety Strategy Group meetings are circulated after each meeting to Members of this Committee. Members are requested to confirm that they have no queries on the latest sets of minutes circulated (those of 10 March and 12 May 2010).

They are circulated in advance to enable Members to raise, **before** Scrutiny Committee meetings, any issues of concern or interest which they may wish to have discussed at the Scrutiny Committee and, if necessary, referred back to the Crime and Disorder Reduction Partnership for a response. Members are also reminded that they may request individual agencies represented at the CDRP to attend a meeting of this Committee to answer any questions or address any concerns.

7 **PORTFOLIO HOLDERS TO PRESENT THEIR PRIORITIES FOR THE FORTHCOMING YEAR**

Councillors Newton (Portfolio Holder for Housing and Social Inclusion) and Mitchell (Portfolio Holder for Environment and Leisure) will present a verbal report on the priorities for the forthcoming year in light of the Committee's work programme.

<u>MATTERS FOR CONSIDERATION BY THE EXECUTIVE</u>
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8 **FOOD LAW ENFORCEMENT PLAN 2010/11**

To consider the report of the Head of Environmental Health Services – *report circulated*

9 **HEALTH AND SAFETY SERVICE PLAN 2010/11**

To consider the report of the Head of Environmental Health Services - *report circulated* 5 - 6

10 **HOUSING VALUE FOR MONEY STRATEGY**

To consider the report of the Head of Housing Services - *report circulated* 7 - 22

11 **PRIVATE SECTOR HOUSING POLICY : FINANCIAL ASSISTANCE PACKAGES 2010/11**

To consider the report of the Head of Environmental Health Services - *report circulated* 23 - 26

MATTERS FOR CONSIDERATION BY SCRUTINY COMMITTEE - COMMUNITY

12 **PROGRESS ON CHANGES TO DOMESTIC WASTE COLLECTIONS AND RECYCLING COLLECTIONS - EFFICIENCY GAINS**

To consider the report of the Head of Environmental Health Services – *report circulated* 27 - 28

13 **REVIEW OF LEISURE AND MUSEUMS STRATEGY**

To consider the report of the Head of Leisure and Museums – *report circulated* 29 - 42

PERFORMANCE MONITORING

14 **HRA CAPITAL AND REVENUE AND AIM PROPERTY MAINTENANCE OUT-TURN REPORT 2009/10**

To consider the joint report of the Head of Contracts and Direct Services/ Head of housing Services/Head of Estates and Head of Treasury Services – *report circulated (Monitoring schedule available on request)* 43 - 46

15 **AIM PROPERTY MAINTENANCE PROPOSED PROGRAMME 2010/11**

To consider the report of the Head of Contacts and Direct Services - *report circulated (Monitoring schedule available on request)* 47 - 50

16 **ANNUAL RESULTS OF PERFORMANCE MONITORING 2009/10**

To consider the report of the Director Community and Environment (Monitoring schedule available on request) – *report circulated* 51 - 58

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HOUSING REVENUE ACCOUNT - FINAL ACCOUNTS 2009/10

To consider the report of the Head of Treasury Services – *report circulated*

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REVENUE FINAL ACCOUNTS - COMMUNITY 2009/10

To consider the report of the Head of Treasury Services – *report circulated*

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DATE OF NEXT MEETING

The next **Scrutiny Committee - Community (Special)** will be held on Monday 7 June 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), Boyle, Branston, Mrs Danks, A Hannaford, R M Hannaford, Hobden, Newcombe, R Smith, Payne, Taghdissian 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.

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



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EXETER CITY COUNCIL

SCRUTINY COMMITTEE – COMMUNITY 1 JUNE 2010

EXECUTIVE
15 JUNE 2010

FOOD LAW ENFORCEMENT PLAN 2010-2011

1. PURPOSE OF REPORT

- 1.1 To inform Members of the Council's performance against the previous year's Food Law Enforcement Plan.
- 1.2 To seek approval for the adoption of the Food Law Enforcement Plan 2010/11, which sets out the Council's regulatory function in respect of food safety over the forthcoming year. A draft copy of this is available in the Members' Room, on the Council's website or available on request.

2. BACKGROUND

- 2.1 The Food Standards Agency Framework Agreement requires the Council to produce a Food Law Enforcement Plan (referred to as the Enforcement Plan). The key aim of the plan is to demonstrate how the Council will fulfil its regulatory obligations in respect of its food safety service.
- 2.2 The Enforcement Plan incorporates:
 - the service aims and objectives;
 - information about the food safety enforcement and related services provided by the Council;
 - details of the service's performance management systems;
 - comprehensive information to compare the current and past performance of the food safety service;
 - the Food Service Delivery Plan 2010/11 detailing the actions and improvements for the service in an effective, risk based, proportionate & consistent way over the forthcoming year;
 - a revision of the Council's Food Safety Enforcement Policy; and
 - the annual food sampling programme which embodies the aims of the Council's Food Sampling Policy which is also posted on the Council's website and subject to periodic review.

3. KEY OUTCOMES OF THE FOOD SAFETY SERVICE 2009/10

Programmed Inspections

- 3.1 The service inspected 505 (631)¹ food businesses of a targeted 442 (506) food businesses, and used self-inspection questionnaires (SIQ's) as an alternative regulation strategy for low risk businesses and to ensure resources are directed towards high-risk activities. SIQ's are a cost-effective means of maintaining contact with this group as well as providing the business with a useful means of keeping up to date with changes in law and other related issues affecting their business.

Service Requests

- 3.2 The food safety team dealt with 229 (331) service requests during the year, representing 58% (64%) of the 396 (519) service requests handled by the Commercial Section, which also includes health and safety regulation, infectious disease control, and provision of health promotion and training activities for businesses.

Food Sampling

- 3.3 The authority participates in national and local food-sampling initiatives to monitor the quality of food on sale in the City which is classified as satisfactory, unsatisfactory or unacceptable. Additional samples are taken in response to food complaints and where it is alleged a premises or foodstuff is implicated in a food poisoning incident. During the last year, 174 (168) food samples were analysed, and investigations followed in respect of 35 unsatisfactory samples; there were no unacceptable samples.
- 3.4 Fewer samples were taken than the previous year due to a suspension in testing whilst the laboratory was transferred from Exeter to Bristol.

Control and Investigation of Outbreaks and Food Related Infectious Diseases

- 3.5 A total of 190 (189) cases of possible food-related infectious diseases were officially notified to the service. On investigation, no cases were conclusively linked to food from establishments in the city or elsewhere.

Enforcement Action

- 3.6 A total of 217 (293) formal written warnings, and 167 (113) informal written warnings were issued to secure satisfactory standards in food businesses in the city. These figures are comparable to the number of warnings issued in recent years, and reflect a more targeted approach to non-compliant businesses.
- 3.7 Two businesses were successfully prosecuted following a history of non-compliance. Proceedings have also been commenced for the prosecution of one further business, but this is yet to be concluded.

¹ Figures in brackets relate to 2008/9

Food Safety Training

- 3.8 A key component of the Government's drive on better regulation is assisting business compliance through advice, information and training. In total, 385 staff from local food businesses gained a nationally recognised food safety qualification last year, through courses organised by the Council.

4. BETTER REGULATION

- 4.1 Regulatory Services have been the subject of considerable review in recent years. The conclusions of influential reports are now being interpreted and applied to regulatory services by their respective governing bodies overseen by the Local Better Regulation Office (LBRO).
- 4.2 In respect of food safety, the Food Standards Agency reflected these changes through amendments to the Food Law (Code of Practice) England.
- 4.3 The Enforcement Plan embraces the principles of better regulation and will continue to safeguard the health of the local population and contribute to the economic vitality of Exeter by targeting resources effectively and innovatively to assist food businesses in compliance.

5. PROPOSED KEY ACTIVITIES FOR 2010/11

- 5.1 In addition to the traditional intervention methods the following key activities will shape the food service for the forthcoming year:

Intervention Strategy

- 5.2 The strategy to improve compliance with food law and maintain a high level of compliance will be further developed following release of the Food Law (Code of Practice) England, and include:
- programmed inspections or interventions of 492 food premises, based upon risk;
 - targeting non-compliant business with effective use of appropriate enforcement tools;
 - implementing the national facility of "Scores on the Doors" as an early adopter, which allows consumers to access information on the standards of hygiene in any food business in the City, with the hygiene rated as a visual score;
 - collaborating with forums/focus groups to target specific businesses to enable an exchange of information and gain an understanding of the obstacles some businesses face in complying with food law;
 - running management of food safety workshops as a recognised intervention tool to support compliance in non-compliant, and smaller businesses;
 - examining the implications of regulating wider food standards following the recent decision on unitary status (this is in relation to trading standards).
- 5.3 The Food Safety Enforcement Policy has been revised to reflect new government guidance.

Better Regulation

- 5.4 As a regulator of businesses in the City, it will be important to recognise the impact of the current economic downturn on businesses' capacity to comply, and to work with businesses to ensure that compliance is achieved through a wide range of intervention strategies. These will include greater engagement with business representatives and the joint development of advice/education interventions.

6. RESOURCE IMPLICATIONS

- 6.1 The Food Law Enforcement Plan will be carried out within the existing resource allocation for 2010/11.

7. RECOMMENDED

- 1) That Scrutiny Committee - Community comment on the report.
- 2) That Executive note the views of the Scrutiny Committee and approve:
 - a) the Food Law Enforcement Plan 2010/11, which includes the revised Food Safety Enforcement Policy;
 - b) the Head of Environmental Health Services being authorised to change the Enforcement Plan in the light of centrally issued guidance and/or to meet operational needs.

HEAD OF ENVIRONMENTAL HEALTH SERVICES

S:LP/Committee/610SCC4
18.5.10

COMMUNITY AND ENVIRONMENT DIRECTORATE

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

Background papers used in compiling this report:-

- 1) Service Plan for Food Law Enforcement 2009/10

EXETER CITY COUNCIL

SCRUTINY COMMITTEE – COMMUNITY 1 JUNE 2010

EXECUTIVE
15 JUNE 2010

HEALTH & SAFETY SERVICE PLAN - 2010 - 2011

1 PURPOSE OF REPORT

- 1.1 This report seeks approval of the Health & Safety Service Plan for 2010/2011 which sets out the Council's functions for regulating health and safety in businesses for the forthcoming year, and includes a revised health and safety enforcement policy. A draft copy of the Plan is available in the Members' Room, on the Council's website, or available on request.

2 BACKGROUND

- 2.1 Section 18 of the Health and Safety at Work, etc. Act 1974 places a duty on the Council to make adequate arrangements for enforcement of health and safety. The Health and Safety Executive (HSE), requires the Council to produce an annual Health and Safety Service Plan. Responsibility for Health and Safety at Work enforcement lies with the HSE and Local Authorities (LAs). Councils are generally responsible for enforcement at premises in which non-industrial activities are undertaken (eg retail premises, warehouses, offices etc) whilst HSE is responsible for industrial activities.
- 2.2 Towards the end of 2005 national strategic direction was set for the health and safety system in Great Britain, which has been subsequently strengthened in 2009. As a result, the HSE and the Council have been working together and, in particular, targeting limited resources to the greatest local risks as the way to securing health, welfare and economic benefits for the community.
- 2.3 The projects listed in the service plan are those where the Council currently has a responsibility or because the projects will deliver greater outcomes by close collaboration and partnership working.
- 2.4 These projects involve a mixture of interventions such as stakeholder partnership, motivating senior managers, employee involvement, education/awareness campaigns, recognising good performance, as well as targeted inspections. This new approach meets many of the objectives of the better regulation agenda.

3 PARTNERSHIP BETWEEN HEALTH AND SAFETY EXECUTIVE AND LOCAL AUTHORITIES

- 3.1 Over the year there have been rapid developments aimed at applying the Regulators' Compliance Code and establishing closer partnership working arrangements with the HSE. A number of joint initiatives have been shared to respond to the Local Better Regulation Office guidance on better regulation, such as the "Safety and Health Advice Days" (SHADs) for workers in the warehousing, entertainment and beauty sectors.

3.2 To overcome poor synchronisation of planning cycles between HSE and LAs, which has been a problem in the past, better integration of work programmes now takes place. The Health and Safety of Great Britain \ Be Part of the Solution (HSE 2009) sets out the strategic goals of health and safety for the nation, and the Council's Health and Safety Service Plan seeks to support these strategic goals.

4 HEALTH AND SAFETY SERVICE PLAN 2010/2011

4.1 In formulating the service plan for 2010/2011 the Council has again committed to participating in a number of national projects aimed at meeting Public Service Agreement targets for health and safety in addition to undertaking a programme of targeted inspections and other interventions, which take account of the better regulation principles. They enable the targeting of proactive health and safety regulatory resources to contribute to the national targets and local corporate objectives.

4.2 The Health and Safety regulatory service has a key role to play in supporting local economic prosperity and community wellbeing. It aims to ensure that well run, legally compliance businesses are supported and that consumers, workers and the environment are protected.

5 RECOMMENDED that

- (1) Scrutiny Committee – Community comment on the report;
- (2) Executive note the views of the Scrutiny Committee and approve:
 - (a) the Health and Safety Service Plan 2010/11, which includes the Health and Safety Enforcement Policy;
 - (b) the Head of Environmental Health Services being granted delegated authority to make changes to the Service Plan in light of centrally issued guidance and/or to meet operational needs.

HEAD OF ENVIRONMENTAL HEALTH SERVICES

S:PA/LP/ Committee/610SCC3
18.5.10

COMMUNITY & ENVIRONMENT DIRECTORATE

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

The Health and Safety of Great Britain \ Be Part of the Solution (HSE 2009)

EXETER CITY COUNCIL

SCRUTINY COMMITTEE – COMMUNITY 1 JUNE 2010

EXECUTIVE
15 JUNE 2010

HOUSING VALUE FOR MONEY STRATEGY

1. PURPOSE OF REPORT

- 1.1 To seek Members' approval for the new Housing Value for Money Strategy.

2. INTRODUCTION

- 2.1 The Council has a duty to ensure its services provide excellent value for money. This ensures the quality of the service is provided at the right price and at the right quality which result in high levels of customer satisfaction.
- 2.2 The need to evidence that value for money is being achieved will not only satisfy our own customer demands but also that of our regulators.
- 2.3 On 1 April 2010 the new Tenant Services Authority took over the regulation of all social landlords in England, including for the first time, the Council's landlord services role. Their new Regulatory Framework for Social Housing sets out six national standards that all social landlords must implement. These standards include a value for money standard. Landlords are required to demonstrate how these standards are being met and will be inspected periodically to ensure that they have achieved compliance. The Audit Commission will also look for evidence of value for money in their regulation of the Council's activities.
- 2.4 The new Value for Money standard expects that "*registered providers shall have a comprehensive approach to managing their resources to provide cost-effective, efficient, quality services and homes to meet tenants' and potential tenants needs*"
- 2.5 Over recent years the housing service has undertaken a number of initiatives to ensure we demonstrate value for money. This includes benchmarking our costs against similar landlords, testing customer satisfaction and including residents on service review panels to ensure the quality of our services meet, as far as possible, their expectations.
- 2.6 However, there is a need for our drive towards value for money to be more structured and comprehensive. Therefore, the Housing Value for Money Strategy attached as Appendix I to this report aims to achieve this by setting out a number of initiatives and actions to ensure we meet our regulators expectations.

3. RECOMMENDED:

- 1) that Scrutiny Committee - Community comment on the report:
- 2) that Executive notes the views of Scrutiny Committee and agrees to adopt the new Housing Value for Money Strategy with Members to receive an annual update on progress.

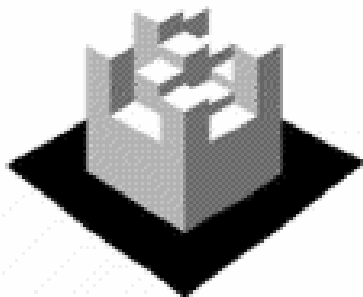
HEAD OF HOUSING SERVICES

S:PA/LP/ Committee/610SCC7
18.5.10

COMMUNITY & ENVIRONMENT DIRECTORATE

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

None



Exeter City Council

Housing Services

Value for Money Strategy

2010 - 2013

1. Introduction

This document sets out our strategy for ensuring the Council's Housing Services achieve, and can demonstrate, good Value for Money (VFM) across the full range of services we provide. The document will highlight the initiatives we currently undertake together with future plans to improve this area of our work and link them together to ensure that a co-ordinated approach is taken to achieve future objectives and improvements.

The Strategy covers a three-year period and will be reviewed annually.

2. Purpose of the Strategy

The purpose of this strategy is to ensure we understand the costs of our services (and reduce them where possible), improve performance and service delivery and increase customer satisfaction. It will set out the process for working with staff, members, residents and other customers to implement a quality framework system that will seek to embed a value for money culture within our structures and improve outcomes for our customers.

3. Aims of the Strategy

Exeter City Council is committed to the principles of VFM and believes that driving efficiencies while improving quality is the best way to deliver a better, more cost effective and more responsive service. The aims of this strategy are:

- To provide good quality, high performance and appropriate services at the right cost
- To improve our knowledge and understanding of customers' needs and how they can be met in the most efficient and effective ways
- To reinvest efficiency gains for the benefit of our residents and customers
- To ensure the organisation's priorities are reflected in objectives which meet the principles of best value and have been influenced by residents
- To promote a culture of continuous improvement in our staff in all areas of service delivery for the benefit of our customers
- To benchmark against other service providers, locally, regionally and nationally
- To undertake reviews of our service provision and develop action plans that will lead to improved performance and efficiency
- To optimise income and maximise efficiencies in order to be cost effective
- To train and develop staff so that the achievement of VFM is seen as an integral part of their work.

4. Defining Value for Money

Value for money can be defined in a number of ways. However, the Audit Commission believes there are three components of VFM, known as the three 'E's'. These are:

- **Economy**
- **Efficiency**
- **Effectiveness**

Economy is the price paid for what goes into providing a service,

- for example, the cost per hour for staffing; the price per repair job, the cost of providing accommodation etc

Efficiency is a measure of productivity – how much you get out in relation to what is put in.

- for example, the efficiency of services such as rent and arrears collection may be measured by the cost of the service compared to the total rent collected. Similarly, tenant participation costs may be expressed as an annual sum per tenant.

Efficiency is primarily associated with the process of delivery and procurement.

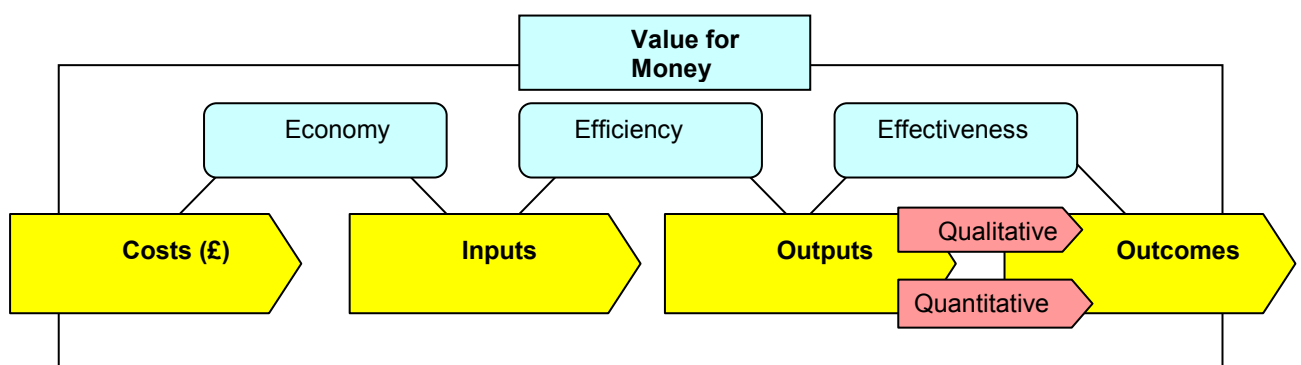
Effectiveness is a measure of the impact achieved and can be quantitative or qualitative – or both.

- for example, satisfaction levels among residents with tenant participation arrangements (qualitative)
- Number of affordable homes delivered (quantitative)
- Decent Homes standards achieved in our properties (quantitative and qualitative)

Effectiveness is primarily associated with performance and the outcomes for customers.

Therefore **VFM** is high when there is an optimum balance between all three – relatively low costs, high productivity and successful outcomes.

The diagram below shows how the three 'E's' link together to help services to demonstrate value for money:



5. Achieving Efficiencies

The use of a Value for Money framework, developed specifically for Housing will assist the service to understand where and how efficiencies can be made. This can be demonstrated by the service:

Doing more for the same – i.e. providing a better service, producing more items for the same cost or input

Doing the same for less - maintaining the same level of service for reduced cost or inputs

Concentrating on the things that matter – focusing on the delivery of priority services

Encouraging the best use of time – making staff more aware of the time they spend delivering services and the need to question their time management

Implementing any such framework must have the over-riding objective of improving the quality of the service, increasing customer satisfaction and improving performance.

Efficiency savings are not about cutting services to customers or increasing charges to provide the same service.

6. Regulation

The Council is subject to a range of regulations and standards it must achieve. These are monitored, assessed and inspected in the following ways:

National Indicators

National Indicator 179, one of the indicators in the National Indicator Set, is the mechanism through which councils report their progress on achieving value for money gains in the Comprehensive Spending Review 2007. It replaces the Annual Efficiency Statement (AES) in use for the CSR04 period. The definition of NI179 is:

The total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 Financial Year

The key elements of the value for money indicator are its focus on:

- Net gains – efficiencies should be reported net of investment and ongoing costs required for their implementation;
- Ongoing gains – if an efficiency is not sustained in full or in part, then the value of the indicator must be reduced accordingly;
- Cash-releasing gains – only those efficiencies that reduce the level of resource required to achieve the same or better outputs, allowing resources to be redeployed, should be recorded; and
- Gains since the start of 2008/09 – valid gains may be the result of actions taken before April 2008, but only where they impact on a council's expenditure for the first time after 31 March 2008.

Comprehensive Area Assessment:

This process, overseen by the Audit Commission, has two main elements. The 'organisational assessment' examines how the Council uses its resources. Of particular relevance is KLOE

1.2, which enquires if the council has "a sound understanding of its costs and performance and achieves efficiencies in its activities." The 'area assessment' involves a range of inspection bodies assessing how common themes and priorities are achieved through partnership working.

Housing Inspection

The Housing Inspectorate sits within the Audit Commission. Their purpose is to undertake inspections of housing services and assess them against a range of Key Lines of Enquiry documents that set out their expectation for the service. Following inspections organisations receive detailed reports of their findings together with any recommendations for improvement.

One of the cross-cutting themes for all housing services within the inspection regime is Value for Money. The Audit Commission have a separate Key Lines of Enquiry document for this area – KLOE 32 – and this is seen as one of the key aspects of any inspection.

Scrutiny Committees

The Council's committee structure includes a number of 'scrutiny committee's' that oversee the work of the Executive and receive reports from officers asking for their comments. This includes financial and performance information, progress against action plans and proposed new policies.

7. Key Lines of Enquiry – KLOE 32

Within this KLOE document the inspectorate are asking two fundamental questions:

1. How do the organisation's costs and outcomes compare to others, allowing for local context, performance and policy choices?
2. How is value for money managed, including through partnership and procurement and taking a long term view?

During an inspection the Audit Commission will be looking for the following:

- You understand your own costs and the value that you provide for customers
- You critically appraise what you do and how you do it – in the context of a clear understanding of what customers want and need
- You have challenged yourselves by comparing to what others do and how they do it – learning from best practice and responding to evident issues of cost and quality
- You have a clear approach to determining the value for money of what you do or what you procure and
- The Council has set clear priorities for outcomes and services to deliver them - expenditure/investment plans reflect and support these

Clearly, to ensure we meet these expectations there is a need to embed value for money principles in all our strategy and policy documents and the in how the service is delivered operationally.

The Housing Service has a range of strategies, policies, service plans and procedure documents that link to these principles and we have a good track record of achievement.

New policies have been implemented over recent years that assist our aim of providing good value for money services and this can be demonstrated in a number of ways. Tenants and Leaseholders recognise this achievement and our overall value for money rating in the 2008 STATUS survey was 84%, with 50% being 'very satisfied'.

However, we recognise that achieving the Audit Commission's expectations on value for money is a challenge to the service and an area that needs improvement in the coming years. Therefore this strategy aims to put in place the systems required to meet the highest expectations of the KLOE 32 document.

8. Achieving Value for Money

To demonstrate the Housing Service is providing good value for money for our customers we are committed to undertaking a range of key tasks across the service. These are set out below. They are not intended to be exhaustive, and new tasks will arise in the future that will need to be added. The strategy highlights the key tasks under each of the three 'E's'.

Economy

Economy is about the cost of providing the service. To demonstrate value for money the cost of providing the service needs to be reasonable when compared to the outputs and outcomes of the service. The service can achieve this through:

Corporate Sustainable Procurement and Commissioning Strategy: This strategy seeks to ensure that throughout its procurement and commissioning activities the Council obtains optimum value for money within a framework that supports the principles of sustainable development. The strategy seeks to provide a clear focus on balancing two main priorities:

- Identifying and delivering efficiencies, but not at the cost of quality, and
- Developing and embracing socially responsible and sustainable procurement and commissioning.

The Council has a good track record in achieving real value for money when procuring goods and services for the Housing Unit (e.g. kitchens, bathrooms and heating systems) and the savings made have been recycled into expanded works programmes for the benefit of our tenants and leaseholders.

Procurement Clubs: The Council is a member of the 'Procurement for Housing' organisation and has procured a range of goods through this method. We are also an affiliate member of the Northern Housing Consortium.

Benchmarking: The Housing Unit is a member of Housemark and uses a range of their services to compare cost and performance information against others. We currently subscribe to CORE Landlord Services, PI Tracking, STATUS, Anti-Social Behaviour, Homelessness, and Resident Involvement. We will also seek to benchmark estate management services as monitoring of costs and performance in this area is developed over the coming year.

The Council are also seeking to use the Housing Quality Network 'Value for Money' toolkit for strategic housing services to help us gain a greater understanding of value for money and performance issues across these services.

Annual HRA Business Plan Review: The Council undertakes an annual review of its housing revenue account business plan following receipt of the HRA Subsidy Determination. This helps to build our revenue and capital budgets before submitting them to members.

Asset Management Strategy: As with the HRA Business Plan the level of finances available to effectively manage the Council's housing assets is reviewed each year. The strategy contains a number of actions that will ensure we better plan and prioritise our resources and maintain our housing stock in a decent and sustainable condition.

Annual Budget Cycle: Throughout the year housing budgets are monitored and reviewed by managers on a regular basis. There is also a formal 'stewardship' cycle that takes place every quarter which seeks to reconcile budgets and predict the year end out-turn. These stewardship accounts are presented to members to enable proper scrutiny of finances across all services.

Activity Based Costing: Activity based costing is a new 'bottom up' approach to calculating the cost of local authority services. Starting with the end product, ABC highlights the activities that are required to deliver the service and then calculates the resources that are used by those activities. The cost of these resources is then totalled to estimate the total cost of providing the service. Housing Services already understands many of the cost elements that make up the total cost of the service to our customers. For example, activity based costs form part of the Housemark benchmarking data so that organisations can be compared accurately. However, further work is required to ensure we understand all costs that contribute to the service and that this information is used to identify further efficiencies.

Efficiency

Efficiency is a measurement of 'productivity'. It looks at the outputs of the service compared to its inputs. The effectiveness of a service is a subjective judgement. Although benchmarking information will help to establish where the service sits within the sector, local decisions on service standards will also influence productivity levels. Efficiency will be measured through:

Service Reviews: The annual Housing Service improvement plan contains a methodology that all major service reviews must follow. The methodology gives guidance on the membership of the group and the process the review should follow. All reviews must be fully scoped prior to them commencing and signed off by the Housing Management Team.

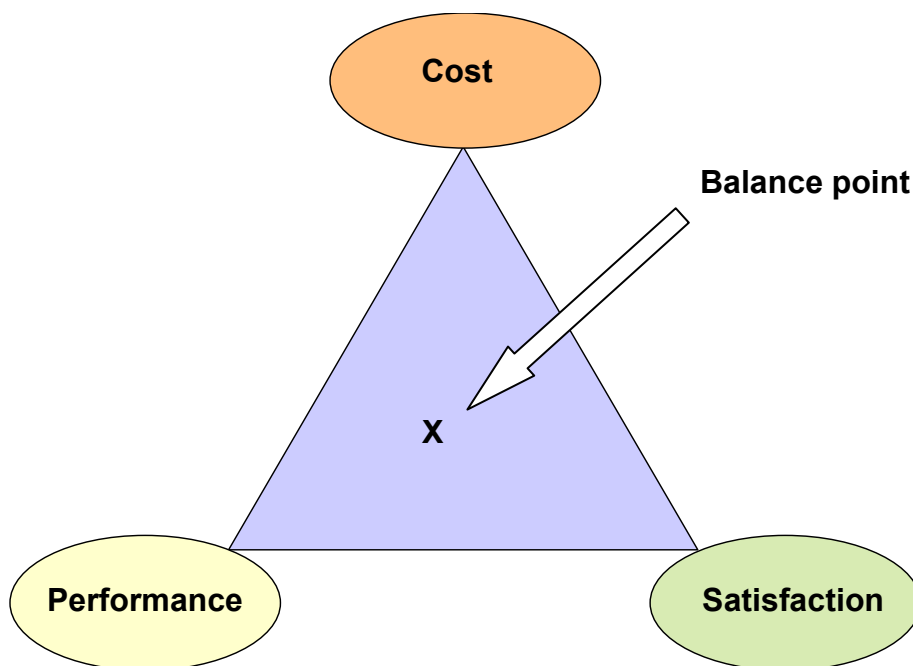
Reviews will ensure resident views are taken into account, costs of the services are fully understood, benchmarking takes place using the tools available and value for money can be demonstrated or achieved through any changes that are recommended.

Service Improvement Plan: The Housing Service produces an annual plan that includes actions for service improvement based on a range of information from the previous year. This includes performance information, satisfaction levels from our customers, internal audit reports and any external validation (mock inspections, Resident Auditor team reports, peer reviews etc) that has occurred throughout the year. The plan also highlights when strategies and policies need to be reviewed. The plan is consulted widely with staff, members and residents and helps to ensure continuous improvement of services.

Benchmarking: Benchmarking tools help us to understand our costs and overall performance when compared to others in the sector. However, all organisations are different and their

individual policy choices or service standards may influence their actual costs and service outcomes. To really understand costs and performance, and embrace good practice where it occurs, we will seek to work with those organisations that perform better than ourselves, or whose services demonstrate better value for money, to ensure we fully understand what changes we can make in order to improve overall value for money for our customers.

Quality Triangle: The Housing Service has developed a mechanism for demonstrating the 'quality' of the services we provide. We believe this can be done by measuring the cost of the service, how it performs and the level of resident satisfaction with that service. The diagram below shows this as a triangle, with each element placed at its points.



The balance between these three elements will depend on a number of factors, including the finances available and staff capacity to deliver. However, locally this balance should be decided by undertaking full consultation with staff, members and residents who will all have a view on what the local standard should achieve. Therefore, the 'balance point' could be moved towards one factor or another depending on local choices for that service.

The Housing Service intends to undertake this consultation across a range of its services to determine where the local standard should be set. We believe this links well with the 'cross domain' regulation model advocated by the Tenant Services Authority. It will enable local standards to be determined using real information that seeks to meet customer expectations.

An example of this process being used in reality is how we assess our voids performance and void standard:

The Council knows the average cost of preparing each void property for letting when applying our local 'habitable and lettable' standard. We know the average number of days it takes to turn around a void property. We also have detailed satisfaction data from new tenants' on the standard of the property when they first moved in.

Moving the balance point within the triangle will depend on the local decisions we make. Changing any of these factors will have implications for the other factors. So for example, reducing the lettable standard to help reduce costs may help to improve performance but could have a negative impact on tenant satisfaction. Conversely, to increase satisfaction may require additional resources at the time the property is void which may impact on overall performance and cost.

These sorts of decisions can only be taken locally using customer information and opinion, together with benchmarking data from other landlords. Impact assessments can be undertaken periodically to assess how changes to local standards have affected each of these factors.

Effectiveness

Effectiveness is a measure of the impact of the service. Measures can be qualitative or quantitative. Each is a measurement of performance and outcomes for our customers. The effectiveness of the service will be measured in the following way:

Performance Review: The Housing Service has a published performance management framework that seeks to ensure all staff, members and residents are aware of how we are performing and what areas require improvement.

A major part of this framework is the quarterly Performance Digest. This document contains a wide range of performance, cost and satisfaction data from across the whole Housing Service. Data shows current trends, compares performance with previous years and includes benchmarking data where available. The document is distributed to all housing staff and Council members and is made generally available on the Council's website. Most importantly, the document is reported each quarter to the Housing Performance Review Committee (PRC). This committee consists of residents nominated from the Tenants' and Leaseholders Committee together with and the Portfolio Holder for Housing and the Chair of Scrutiny – Community. Each service manager attends the committee to present their service's performance data and answer any questions from the committee. The committee also reviews the Housing Service improvement plan and sets targets for the forthcoming year.

It is intended that work undertaken more widely on agreeing quality standards (using the quality triangle) will also be reported to the PRC for final agreement.

Satisfaction: The Housing Service will continue to use a wide range of satisfaction surveys and focus groups to capture overall opinion of the services provided. Results will be fed back through the Performance Digest to help assess overall quality of services. Results will also influence service reviews and service improvement plans.

Work will continue to look at new and innovative ways of improving customer feedback (text messaging, incentive schemes, for example) and to increase the response rate to surveys etc.

Real Time Team: The 'real time team' is a panel of residents who have agreed to feedback information about the services they use. Every time they use a service 'for real' (e.g. report a repair, report fly-tipping etc) they complete a feedback questionnaire highlighting their experiences and overall satisfaction. These questionnaires are analysed by the Resident Auditor Team (see below) and the findings fed back to officers. The results will influence service improvements and help to reduce the incidents of poor service in the future.

Resident Auditor Team (RATs): The RAT's are a group of residents who work with an external consultant to test various housing services for quality, compliance with the Audit Commission's KLOE documents and their overall value for money. A programme is agreed with the team in advance and each project is scoped before it commences. The team undertakes the work independently of the Council and analyses any data they collect. During each review they can interview staff, request documents and undertake surveys of residents. The team produce reports in a similar format to those provided by the Audit Commission and make recommendations for change, as appropriate. Reports are considered by the Housing Management Team and formal feedback given on the actions we intend to take.

Benchmarking: Benchmarking tools will also give the Council a chance to measure satisfaction levels and outputs against others. This information, when looked at in terms of overall cost and inputs will provide invaluable information on the level of value for money provided.

9 Embedding Value for Money

The Council recognises the need to embed a value for money culture across the Housing Service in the coming years and recognises that this must be part of everyday processes and procedures that staff use in order to be effective. To achieve this the following actions will be taken:

Value for Money 'Champions'

The Housing Service established in the autumn of 2008 an internal Service Improvement Board that consists of front line staff from across all sections of the service. The Board plays a major part in reviewing strategies, policies and procedures and makes recommendations for change as appropriate. The Board have also worked on developing this VFM strategy.

It is intended that each member of the Service Improvement Board (SIB) will become a Value for Money Champion. The purpose of this role is to work with each of their own teams, both in regular team meetings and during operational duties, to identify where:

- savings can be made,
- processes can be streamlined
- performance can be improved
- satisfaction can be raised

All suggestions and ideas will be fed back to the SIB for them to consider as a team. Those that are seen as viable or practical will be formally sent to the Housing Management Team for consideration. Whilst each suggestion may require further investigation it is possible that many will have a positive impact on value for money and these will be implemented and recorded on the VFM log (see below).

It is important that each implemented suggestion is reviewed within a reasonable time period to assess its impact and the overall savings and/or increase in performance it has made.

Value for Money log

The Housing Service will establish a central **Value for Money** log that will require staff, regardless of their role, to input all efficiency and quality gains that have been achieved through

the various initiatives and service reviews. This will enable staff to see the impact they have made in cost and efficiency terms as well as the outcomes of their actions on residents and customers.

Value for Money Statements

All future strategy, policy or service reviews will contain a 'Value for Money' section demonstrating how this has been achieved and/or how improvements will be made in the future. Where changes to policies are recommended full impact assessments should be undertaken within 12 months of their implementation to check that the savings/improvements predicted have been achieved.

Staff Training

As part of rolling out this strategy training will be given to all staff so they understand the principles of value for money and how they can contribute to demonstrating and achieving it.

Service and Policy Reviews

Staff and residents play a vital part in service reviews. Using the service review methodology staff will better understand the cost of the service, how we compare with other organisations and what changes we can make to improve overall value for money.

Resident Involvement

Residents will continue to play a major part in helping us to achieve value for money. This will be done through a range of structures including:

- Tenant and Leaseholder Committee
- Sheltered Housing Forum
- Performance Review Committee
- Service and Policy Reviews
- Resident Auditor Team
- Real Time Team
- Satisfaction Surveys
- Neighbourhood meetings and inspections
- Training programmes

Most importantly residents will play an increasing role in agreeing local service standards using the quality triangle set out in section 8.

Communication

Improving the level of information to staff, members, residents and our wider stakeholders will increase understanding of our services, their cost, quality and performance. Improved information gives all stakeholders a chance to scrutinise and challenge our services and consequently drive up the quality of the services provided.

Improved communication includes the creation of new housing performance pages on the Council's website, the Annual Report and increased information in the residents' magazine, Insight.

Value for Money Strategy - Action Plan

	Action	Who	Target Date	Progress
1	Using Service Improvement Board members, establish a network of Value for Money 'champions' for each team within the Housing Unit.	HOH	July 2010	
2	Implement a formal procedure for identifying ideas and making suggestions through the VFM Champions including formal feedback from the Housing Management Team.	HOH	August 2010	
3	Undertake specific training for the VFM Champions to ensure they fully understand their role and actively promote value for money discussions at team level	HOH	September 2010	
4	Create a central Value for Money log for housing to record all efficiency and quality gains implemented, including any savings made as a result	PPM	September 2010	
5	Ensure all new strategy and policy documents include a Value for Money statement setting out how this will be achieved and evidenced	HOH	From April 2010	
6	Using the proposed 'quality triangle' model, start to test value for money on individual services and setting local standards with staff, members and residents	HOH	From June 2010	
7	Implement a programme of training on Value for Money to ensure all staff understand the principles involved and seek to improve value for money across the service they deliver	PPM	From September 2010	

8	Continue to ensure full staff and resident involvement in service and policy reviews including testing value for money and benchmarking services against others	HOH	On-going	
9	Create a housing performance page on the Council's web site and ensure it contains up-to-date performance information from across the service	PPM	June 2010	
10	Seek to improve value for money reporting through existing channels – staff meetings, City News, Insight etc	HOH	On-going	
11	Continue to subscribe and upload data to the Housemark benchmarking site and use the data to identify areas for improvement	PPM	Annually	
12	Use the HQN Value for Money toolkit to assess strategic housing services.	PPM	Annually	
13	Create an annual Service Improvement Plan within the corporate framework using information from the previous year	HOH	Annually	
14	Look at measures that can be implemented to improve customer feedback on services including satisfaction surveys etc.	HOH	March 2011	

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 1 JUNE 2010

EXECUTIVE
15 JUNE 2010

PRIVATE SECTOR HOUSING POLICY: FINANCIAL ASSISTANCE PACKAGES 2010/11

1. PURPOSE OF THE REPORT

- 1.1 This report informs Members of the financial assistance awarded to private sector households in 2009-10 and proposes changes to the types and levels of financial assistance that will be available in 2010-11. Financial assistance packages form one of the policy tools available to improve housing conditions in the private sector. A review of the other policy tools will be contained in the Private Sector Housing Renewal Policy that will form a sub-strategy of the Housing Strategy, which will be reported to this committee in September.

2. BACKGROUND

- 2.1 One of the Council's priority objectives is to safeguard and improve the private sector housing stock in Exeter, which is made up of 39,600 dwellings in the owner-occupied and privately rented sectors. At nearly twice the national average, Exeter has a large private rented sector (22% of the private stock) and large number of houses in multiple occupation (HMOs), estimated at 2700 or 7% of the private stock. It is in this sector, particularly HMOs, where the poorest housing conditions are found.
- 2.2 Under the Housing Act 2004, the Council also has a legal duty to remove or reduce Category 1 Hazards (e.g. excess cold, severe dampness, and overcrowding) from dwellings in its area, and a discretion to deal with lesser Category 2 Hazards.
- 2.3 In addition to the policy tool of enforcement, the Council currently offers financial assistance in the form of means-tested loans, administered through Wessex Home Improvement Loans in the first instance, and grants to assist and encourage home-owners to improve their properties and remove hazards. In terms of housing renewal, the advantage of a loan is that the funding is recycled either by re-payment over a term or when the house is sold. This financial assistance helps home-owners to repair and adapt private sector houses. Energy efficiency grants through Warm-up Exeter and PLEA (Private Landlord Energy Action) grants are also made available to improve the energy efficiency of private sector houses. These grants are administered through the Cosy Devon Scheme, a pan-Devon local authority partnership.
- 2.4 Government funding for financial assistance comes in two separate awards from the Government Office South West, one is a specific allocation ring-fenced for Disabled Facilities Grants the second to fund other financial assistance measures. Both of these awards have been substantially reduced from the 2009-10 allocation.

3. PERFORMANCE IN 2009-10

Financial assistance to improve or adapt homes

- 3.1 115 Disabled Facilities Grants (DFGs) with a total value of £471,000 were administered ensuring that clients could remain living independently in their own homes. All adapted properties are brought up to the decent home standard as a condition of grant assistance. This is 20 more adaptations than were achieved during 2008-09 but at a significantly reduced cost of £48 000 less. The increased demand demonstrates that there continues to be a strong need for adaptations in the home.
- 3.2 Only 23 Renovation Grants with a total value of £104,000 were administered to address hazards in private sector houses and to undertake improvements to ensure that dwellings meet the decent home standard. This represents a significant decrease on the 64 grants awarded during 2008-09, which had a value of £421,000. This can be attributed to the shift from grants to loans, due to the initial resistance, that was anticipated, from clients viewing these as less favourable than grants. This resistance, however, has been exacerbated by the relatively low interest rates currently available in the high street, although these would normally be unavailable to the clients seeking assistance from the Council.
- 3.3 Since renovation grants were substantially replaced by low-interest loans in November 2009, administered through Wessex Home Improvement Loans, 63 referrals with a value of £308,000 have been made. All are being processed and it is hoped that the first loan will be awarded early in 2010-11.
- 3.4 The overall figure for the value and number of grants and loans for 2009-10 equates very closely with the number of grants administered the previous year.
- 3.5 During the financial year 403 households received financial assistance through the Cosy Devon Scheme to fund loft and/or cavity wall insulation. These grants are instrumental in helping to achieve the Council's fuel poverty and climate change targets.

4. PROPOSALS FOR SPENDING THE FINANCIAL ASSISTANCE ALLOCATION

- 4.1 It is proposed that £300,000 of the Regional Single Pot formula allocation of £549,970, is paid into the loan fund administered on the Council's behalf by Wessex Home Improvement Loans. This will bring the total fund to £830,000. In addition, £100,000 is required to fund the loan subsidy of 3% for each loan administered.

£400,000

- 4.2 It is proposed to use £149,970 for Home Repair Assistance and Renovation Grants. Home Repair Assistance is used to fund the removal of Category 1 Hazards costing below £1,200 (for which a loan is not available) or urgent adaptations that cannot be facilitated by a DFG in the timescales necessary. Renovation Grants will be used to assist households who cannot access the Council's loan mechanism; these will be paid in exceptional circumstances to remedy Category 1 Hazards only, but will no longer be used to top-up loans. In addition, the Council will seek to record any grant as a land registry charge, and the fee for registration will form part of the grant.

£149 970

- 4.3 It is proposed that the £284,030 allocation from the Regional Single Pot, specifically to provide financial assistance to improve the energy efficiency of the private sector housing stock is used to fund Warm-up Exeter and PLEA grants which improve the energy efficiency of private sector homes.

£284 030

- 4.4 It is proposed that the £270,000 DFG allocation is specifically used to fund mandatory DFGs. Should demand increase above expectation during the year, then it may be necessary to move a portion from one of the other schemes to help fund this demand.

£270 000

- 4.5 In order to manage the DFG budget a priority system is to be introduced so that the Occupational Therapist referrals which are received at the beginning of the DFG process will be scored to ensure that applicants in most need get more priority than those with a lesser need. The Occupational Therapists assign a classification to each case dependent upon the situation, which are defined as 'Dangerous, Deteriorating, and Difficulty'; the Council will give greater priority to the Dangerous and Deteriorating classifications. This will mean that those applicants classified as 'Difficulty' are likely to have a longer waiting time, which may be up to a maximum of 6 months for DFG approval, and 12 months for completion of works.

- 4.6 During 2010/2011 Wessex Home Improvement Loans will be introducing an interest-free loan to help households who are assessed as being unable to afford the repayments on the loans currently on offer. In effect this will replace the need for any top-up to the loan, which in the previous year was met by the Renovation Grant. The Council will provide the same subsidy of 3% as for other loans. It is anticipated that the availability of these loans, later this year, will help improve the take-up of loans.

5. FINANCIAL IMPLICATIONS

- 5.1 The amended policy will be funded from the 2010-11 budget allocation. The financial implications of the prioritisation of DFGs and the introduction of the interest free loans will be closely monitored and the information used to inform the next review of the policy.

6. RECOMMENDED that

- 1) Scrutiny Committee - Community comment on the report; and
- 2) Executive note the views of Scrutiny Committee and approve:
 - a) the adoption of changes to the Private Sector Housing Renewal Policy in respect of financial assistance packages outlined in this report;
 - b) the close monitoring of the expenditure of the single pot allocation with the proposed financial allocation to each of the schemes proposed or further schemes to be developed to be subject to approval of the Portfolio Holder for Housing & Social Inclusion and Head of Environmental Health Services;

- c) the annual review, or sooner if needs be, of the policy in order to ensure that it properly addresses local needs and/or government policy.

HEAD OF ENVIRONMENTAL HEALTH SERVICES

S:LP/Committee/610SCC2
18.5.10

COMMUNITY & ENVIRONMENT DIRECTORATE

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

None

EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY

1 JUNE 2010

PROGRESS ON CHANGES TO DOMESTIC WASTE & RECYCLING COLLECTIONS - EFFICIENCY GAINS

1 PURPOSE OF REPORT

- 1.1 This report seeks to inform Members of the progress in implementing changes to the waste collection service, following a review into potential efficiency gains reported to this committee on 19 January 2010, to Executive on 29 January 2010 and approved by Council on 23 February 2010.

2. BACKGROUND

- 2.1 During 2009/10 a Members Working Group supported by officers, examined the potential of making efficiency gains in the domestic waste collection service. Initially three key changes were identified:
- moving approximately 14,000 households from a weekly to an alternate weekly collection in line with the majority of households in Exeter;
 - moving from a 5-day week to a 4-day week; and
 - moving back alley collections to front gate collections.
- 2.2 Following an extensive public consultation process during which the proposal of moving back alley collections was strongly opposed, Members decided that the changes should be confined to extending alternate weekly collections and moving to a 4-day week.
- 2.3 Although initial indications from staff were that the 4-day week was favoured, it was reported to this committee and Council that this was subject to future negotiation with the trades union and staff, as it would fundamentally affect their terms and conditions of employment. It is also important to secure the co-operation of staff in order to achieve the successful implementation of the proposals. At this Committee, Executive and Council, Members agreed that the proposal should proceed with the support of staff.

3. OUTCOME OF NEGOTIATIONS

- 3.1 It became apparent during meetings with staff and Unison that there was some opposition to the proposed 4-day week for a variety of reasons. These reasons included concern about commitments that would be affected by the longer working day, loss of overtime payments due to the reduction in bank holiday 'catch-ups', and concern about the increase in the size of the proposed rounds. Staff wished to view the proposed round structure before forming a view; it was agreed with Unison to hold an indicative ballot of all refuse crews after providing them with the relevant information.

- 3.2 The indicative ballot was held during the week commencing 26 April 2010. A large majority rejected the proposal of a 4-day week. The results were 43 rejecting the proposal, 6 in favour and 7 abstentions. Due to this result, managers, in consultation with the Portfolio Holder, decided not to pursue the 4-day option further at this stage. Subsequently however we have received an indication that staff wish to review their terms and conditions, therefore there is an opportunity to take a fresh look at the 4-day option alongside any other changes. The latest position will be reported verbally at committee.
- 3.3 Retaining the 5-day working week would mean that the estimated £18,000 per annum saving in reduced overtime payments would not be achieved and perhaps more importantly, neither would the significant reduction in collection disruption caused by bank holiday Mondays be removed. It would also mean that the 4-day week rounds model is redundant, and a new 5-day rounds model has to be formulated.
- 3.4 To some extent the current disruption caused by bank holiday 'catch-ups' can be lessened by carefully formulating a new 5-day rounds model, although there will still be a need to pay overtime for Saturday catch-up collections. The need to re-formulate the rounds over 5 days will place a significant time pressure on the implementation plan, however, the implementation date for the new rounds schedule of 20 September 2010 is still considered achievable providing that there are no unforeseen impediments such as the absence of a key officer.

4. RESOURCE IMPLICATIONS

- 4.1 If staff cannot agree to work a 4 day week, direct budget savings of approximately £18,000 derived from saving on overtime payments for bank holiday Monday catch-up collections will no longer be attained in future years; however, the substantial savings and increased recycling rates to be obtained from extending the alternate weekly collection of residual waste will still be achieved.

5. RECOMMENDED

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

HEAD OF ENVIRONMENTAL HEALTH SERVICES

S:PA/LP/Committee/610SCC1
18.5.10

COMMUNITY & ENVIRONMENT DIRECTORATE

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

EFFICIENCY GAINS TO DOMESTIC REFUSE & RECYCLING COLLECTIONS – Report to Scrutiny Committee – Community 19 January, Executive 23 January

EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 1 JUNE 2010

REVIEW OF LEISURE & MUSEUMS STRATEGY

1. PURPOSE OF REPORT

- 1.1 To review progress towards the key outcomes in the strategy, and consider what changes to the strategy might be necessary in the light of altered circumstances.

2. BACKGROUND

- 2.1 In 2008, following an extensive consultation process involving a wide range of organisations and individuals, the Council adopted its new Leisure & Museums Strategy, 2007 – 2012. The Committee reviewed progress on this for the first time in June last, and this report is the second review. The complete strategy document can be found on the Council's website.
- 2.2 The strategy sets out the core business of the Leisure & Museums Unit, the key outcomes it was seeking to achieve on behalf of the Council and, in more detail, the objectives and outcomes of the various services provided by the Unit.

3. CORE BUSINESS OF THE LEISURE & MUSEUMS UNIT

- 3.1 The main activities of the Unit can be summarised in a simple table:

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

- 3.2 Down the left hand side are the four services provided by the Unit, and across the top the five corporate objectives to which the Unit contributes. A blank box indicates that a particular service does not contribute directly to the corporate objective above, although clearly most of them have secondary benefits which they bring to those objectives.
- 3.3 At the beginning of the year under review, Leisure & Museums, like other units in the City Council, reduced in size to save costs, and this is reflected in the review – some service areas have disappeared, others are smaller than they were. At the end of 2009/10 of course there were further reductions, which will show up in the report this time next year.

4. KEY OUTCOMES FOR LEISURE & MUSEUMS

4.1 As the strategy itself points out, key outcomes are hard to quantify and hard to measure, but nevertheless they are the best way of summarising why the City Council maintains the Leisure & Museums Unit, and how its successes or failures should be generally measured.

4.2 Again they outcomes are presented in the form of a table:

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

4.3 Appendix I attempts to analyse how well the Unit has done in achieving those outcomes in the first year of the adopted strategy's life. We have been able to assess the Unit's success with some hard evidence: the Active People survey for example has shown how a much larger proportion of Exeter people has been undertaking the advised amount of physical activity (three sessions of at least 30 minutes per week), placing Exeter near the top of the South West league.

4.4 Other elements can only be assessed using our own knowledge of the work: levels of engagement and participation for example. In the case of the first item, people finding enjoyment and inspiration, it was our intention to set up a baseline survey, but this has not yet been possible.

5. SERVICE OUTCOMES

5.1 Appendix II shows the full list of Service Outcomes, 19 in all, plus 9 support outcomes. Some have been successfully delivered, while others have suffered from the recent reductions in expenditure and service – workplace health and Splash most notably. Others again have not been satisfactorily achieved due to pressures of work elsewhere, or changes in policy.

5.2 Beneath the broad objectives set out in the strategy, the general work programme is governed by team based service plans (for museum, countryside, canal, play, sports development and facilities) each of which is driven by the principles in the main strategy.

6. CONCLUSIONS AND TRENDS

- 6.1 The unit has been pre-occupied once again this year with two major projects; the RAMM Development and the re-letting of the leisure contract, which have meant that it has been difficult to look at any significant service improvements elsewhere. It has therefore been a static year, although in which staff have had more than an eye on the future – the two projects, together with the unitary bid, represent a huge investment in cultural services for the Council and for the teams now running them, and getting it right now is of major importance.

7. RECOMMENDED

That the report be noted.

HEAD OF LEISURE AND MUSEUMS

S:PA/LP/ Committee/610SCC10
18.5.10

COMMUNITY & ENVIRONMENT DIRECTORATE

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

None

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Key Unit Outcomes

Outcome	Measured Against	Commentary April 2009
More people finding inspiration enjoyment and fulfilment from the programmes of the Unit	Baseline survey	<ul style="list-style-type: none"> No baseline survey was carried out, partly due to other urgent priorities, and partly due to the early departure of the Service Improvement Officer, prior to the end of her 2 year contract in early 2009. There has been a significant increase in Sports Development participation
More people taking moderate exercise at least 3 times a week	National Active People Survey	<p>Baseline Survey (2006) 20%</p> <p>2007/9 Survey: 28.3%</p> <p>Exeter recorded the largest rise in activity of any local authority in England. The comparable figures for the whole of Devon are 22.4% and 24.4% respectively</p>
More people taking part in activities and events and getting more out of them	2006 usage figures Satisfaction survey 2006 Individual service surveys and audience research	<p>Leisure Centre usage 1,050,000</p> <p>Museum visits and contacts 260,000</p> <p>Valley Parks 500</p> <p>Play events and activities 16,000</p> <p>Sports Development 20,950</p>
More people using and helping to take care of the Valley Parks, the Canal and bio-diversity in the city	Current levels of engagement and participation	Approx 250 volunteer days in Valley Parks Group of 40 volunteers from Michelmores undertook conservation work on the Canal
More groups and organisations engaging with L&M programme in their own neighbourhood, and undertaking independent programmes themselves	2007 assessment	Community engagement with the design and development of play areas, which began to change during 2008/9 has continued, although there have not been so many opportunities with

		<p>large developments as previously. The presence of the new PACT areas will assist greatly, offering direct lines into the community for these purposes.</p> <p>RAMM disengaged from Living Here in the West Exe area at the end of the funding but is now starting up a comparable programme, also funded by Renaissance, east of the Exe, and expects to work with many different groups.</p>
More people more satisfied with opportunities for learning, exercise and with their environment	BVPI Satisfaction survey 2006	<p>The Place Survey carried out in late 2008 and reported in May 2009, after last year's Leisure & Museums Strategy report suggested that in comparison with the baseline overall satisfaction with museums and sport and leisure had fallen. However the questions were different to some extent, focusing more on services in general than on those provided by the City Council. A reduction in satisfaction with museums is to be expected since RAMM has been closed throughout the period.</p>

Service Outcomes

Play

Outcome	Priority	Measured Against	Partners	Commentary April 2010
Complete network of fixed play provision for children and young people, including more adventurous play	Health Community Learning Quality	Current provision on catchment map, and 2006 Open Space Audit	Exeter Play Assoc Big Lottery Fund Developers	<p>The network continues to grow, with more adventurous equipment and designs being used in all new and refurbished play areas. For example, 4 new areas have been completed in the last year and 7 are due during this year, subject to developers' timetables.</p> <p>The publication of development briefs for Newcourt and Pinhoe signal another busy few years in ensuring that the necessary facilities, in the right place, are provided as part of the new settlements.</p>
Support and sustain community-led play development and improvement	Health Communities Learning Quality	Current situation with emerging Exeter Play Association Play Training and Resource Centre developments	Exeter Play Assoc DCC Community Groups	The service continued on an even keel in 09/10, but in the year to come there will be a reduced service following budget reductions.
Develop network of play rangers both voluntary and paid	Communities Learning Quality	Currently no provision	Big Lottery Fund Exeter Play Association Community Groups	The play rangers scheme continues to work very successfully across the city. The team has developed a group from which to draw casual and voluntary assistance. Some funding to extend the original three years is in place and more is being sought.
More courses and development activities at Play Training and Resource Centre	Learning Quality Health Communities	Current events per year	Exeter Play Association DCC	Courses continued in 2009, but will cease from now due to the budget reductions.

Continue Splash Scheme	Communities Learning Quality	Funding currently time-limited	DCC, Police,	Funding from other partners ceased at the end of the last financial year. Splash had become a child-care service, rather than a playscheme, and the Council took the decision not to continue as sole funder.
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Sport and Physical Activity

Outcomes	Priority	Measured Against	Partners	Commentary April 2010
Complete plans for service delivery through contracts from 2010	Health Communities Quality	Review only partially complete	Leisure Contractors Carillion/Schools Sport England	Tenders have been received and work is on course to let the new contract as planned from September 2010.
Establish work place health programme in the city	Health Communities Quality	Pilot scheme in City Council complete, no external schemes in place	Primary Care Trust Employers' Assocs	Dropped as a result of the reduction in staffing at the end of 2008/9
Clear structure for sports and physical activity development for young people in the city	Health Learning Quality	Community coaching programme in core and focus sports	Active Devon Clubs Exeter School Sports Partnership	There has been an uplift in numbers participating in ECC events and activities. The Exeter Schools Sports Partnership has been the key partner.
Develop clear strategy for promotion of physical activity to adults	Health Quality	ISCA Active Exercise Referral Scheme. Phase IV Community Cardiac Rehabilitation programme Several schemes and programmes, but no overall structure	Clubs Primary Care Trust RD&E Trust	Little new work has been possible on this in the last year, and Cardiac Rehabilitation was also a casualty of the recent cuts, as the City Council was bearing the entire cost of what is really a PCT service.
Develop clear strategy for promotion of physical activity to older people	Health Quality	Nothing in place	Primary Care Trust Social Services, Clubs Voluntary Organisations	Free swimming for the over 60's began in 2009. Our contractors have recorded 22,399 free swims in 09/10

Complete network of fixed play provision for age groups up to 18, including more adventurous play	Health Communities Learning Quality	Current provision on catchment map and Open Space Audit 2006	Exeter Play Assoc Big Lottery Fund	<p>The network continues to grow, with more adventurous equipment and designs being used in all new and refurbished play areas. For example, 4 new areas have been completed in the last year and 7 are due during this year, subject to developers' timetables .</p> <p>The publication of development briefs for Newcourt and Pinhoe signal another busy few years in ensuring that the necessary facilities, in the right place, are provided as part of the new settlements.</p>
Continue to develop major sports events	Health Communities Quality	Current irregular provision	Sport England National and Regional Governing bodies of sport University	Although the team will continue to take opportunities where they can, this has also been a victim of last year's cuts.

Museum

Outcomes	Priorities	Measured against	Partners	Commentary April 2010
Wide and inclusive access to the collections and activities <i>1: curriculum education</i>	Learning Communities Quality	Audience data	MLA – SW Community organisations Schools	Direct work with schools has continued in spite of the closure of the main building. Education staff visit schools and the first full year of St Nicholas Priory has offered a very rich Tudor experience to many children from all over Devon: it was instrumental in RAMM reaching the shortlist for the second time of the Family Friendly Museum Award
Wide and inclusive access to the collections and activities	Learning Communities Quality	Audience benchmark data	MLA – SW Community organisations	The continuing closure of RAMM meant that the team worked hard to bring events and activities to the audience. The service made contact with about 260,000 people compared with around 250,000 when RAMM was open.

<i>2: community outreach</i>				The Library Gallery was a useful public outpost during the early part of the closure, but numbers were never high, and reductions in staff meant that the priority was for work connected with the capital project. The Library Gallery closed to the public in March 2010.
Wide and inclusive access to the collections and activities <i>3: Information and Communications Technology</i>	Learning Communities Quality	Audience benchmark data Web hits	MLA – SW Community organisations Schools	The museum launched its exciting new website look in early 2010, and it has been much praised. Some of the interactive elements are not yet in operation awaiting corporate standards for social networking.
Wide and inclusive access to the collections and activities <i>4: Promotion, welcome and encouragement</i>	Learning Communities Quality	Audience benchmark data Visitor numbers and dwell times Audience surveys Representative of population	MLA – SW Community organisations Other cultural providers	RAMM has been developing the visitor services element of the new museum, working on proposals for commercial services and the design of the new displays.
Improving levels of documentation and collections care	Learning Quality	Accreditation	MLA – SW	The initial backlog of documentation has now been largely overcome, and all museum objects are recorded at the basic level.
High quality temporary exhibitions and events programme	Learning Quality Communities	Visitor satisfaction surveys Visitor numbers	National museums MLA-SW Libraries and Archives Hub Museums	Exhibitions and events have been held in a wide variety of settings. Venues this year included Killerton House, West Exe Children's Centre, the Central Library, Kent's Cavern, and Tiverton Museum.
South West Hub membership and through this its development of a wider regional role	Learning Communities Quality	Annual Hub reports	Hub Museums Museums in Devon	The RAMM element of the South West hub programme for 2009/10 received full approval and is under way. As yet there is no indication of the future of Renaissance – the current funding agreement runs out in March 2011, and

				a renewal if any will depend on the result of the Comprehensive Spending Review expected after the election.
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Canal and Countryside

Outcomes	Priorities	Measured Against	Partners	Commentary April 2010
Programme of activities and courses in Valley Parks	Learning Communities Physical Activity Environment	Currently low level of activity	British Trust for Conservation Volunteers Natural England Environment Agency	In 2008/9 700 people attended courses and events. As from April 2009 the Countryside team returned to only 2 members again, and the numbers were 500
Develop voluntary support for activities and protection, including community based friends' groups	Learning Communities Physical Activity Environment	Low level activity at present	Community associations BTCV Friends organisations	The Wild City Project ended with a bid for substantial Access to Nature funding, but the outcome of this is as yet unknown. A successful bid would involve a large proportion of community working.
Interpretation of canal and parks	Learning Environment	Several separate schemes in place	Heritage organisations	The programme of interpretation boards has been completed.
Develop facilities and opportunities at Turf, Topsham, the Basin and elsewhere along the canal	Physical activity Communities Environment	Current situation	Voluntary organisations Environmental organisations Private sector	New pontoons and angling points were provided along the canal. The team worked with a group of volunteers from a local solicitor to improve the environment round Topsham Lock, and this work is due to be repeated this coming summer.

Support Mechanisms

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

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

Evaluating Performance

Outcomes	Measured Against	Commentary April 2010
Develop 5 year programme to research all audiences and potential audiences	Current situation, where only the museum has been collecting data	More work is being done in terms of collecting data and doing surveys, particularly round the leisure centres
Create audience development plan or equivalent for each service	Only in place for museum	No work to date
Create framework for evaluating progress against strategic outcomes	None in place	This annual report to committee is a good framework for evaluating progress.
Create Unit consultation framework	None in place	Work was underway with the Service Improvement Officer, and good progress was made, but the deletion of that post means that while consultation will continue, it will be ad hoc rather than planned centrally by the unit.

Improving Performance

Outcomes	Measured Against	Commentary April 2010
Achieve Charter Mark	Current situation	Done
Review services as if CPA Culture Block criteria applied	Best Value Performance Indicators	CPA no longer exists. The new extended Active People Survey, which collects data for the four cultural National Indicators (participation in sport, libraries, museums and the arts) offers a good way of comparing this unit's performance with that of all other councils, across the cultural spectrum
Consider use of culturally specific schemes such as TAES for ECC and QUEST for contractors.	None currently in place	With Charter Mark in place, the Unit management does not consider it necessary to seek further accreditations, but leisure contractors will be required to be Quest accredited.
Full strategy review mechanism	This strategy	First year review now complete
Create Unit consultation framework	None in place	Done

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 1 JUNE 2010

SCRUTINY COMMITTEE - RESOURCES 16 JUNE 2010

AIM PROPERTY MAINTENANCE OUTTURN REPORT 2009/10

1 PURPOSE OF THE REPORT

- 1.1 This is the fourth quarterly/outturn report, covering the period from January to March 2010 (but including updated figures at 30 April 2010). The outturn report details the financial position of the £7.4m programme of reactive and planned property maintenance and refurbishment at the end of 2009/10 but before final closure of accounts so it is possible that some changes to the financial position reported here may yet take place. This report covers just revenue funded housing and non-housing schemes as approved by Council for the financial year 2009/10. In some cases this programme further includes budgets for schemes rolled forward from 2008/09. Where necessary this report provides specific details on significant programme variations below.

2 BACKGROUND

- 2.1 The Council approved the following:

	£	
Housing budgets		
(a) Housing Reactive Repairs	4,335,960	
(b) Housing Servicing Contracts	700,650	
(c) Housing Maintenance Works	<u>478,500</u>	£ 5,515,110
Non-housing budgets		
(d) Service Recharges	270,030	
(e) Lease Requirements	98,840	
(f) AIM Priority Programme	561,080	
(g) AIM Reactive Repairs - General	513,710	
(h) AIM Service Contracts	337,390	
(i) AIM Operational Essentials	<u>78,260</u>	£ 1,859,310
Total		<u>£ 7,374,420</u>

- 2.2 The level of spending against the specifically monitored budgets in 2009/10 above indicates that despite overspend in several areas, overall underspend of some £78,000 (-1%) has been accrued, effectively in the non-housing programme.

A copy of the full financial monitoring report is available on the Intranet.

HOUSING

2.3 Housing Reactive Repairs Generally – overall budget £4,335,960

This budget is split into eight separate parts in order to better raise and monitor orders and control work and costs. As all these provisions are for works of a reactive nature it is difficult to predict the extent or pattern of likely expenditure in the year. Whilst some of these separate parts indicate individual overspend due to a general increase in the cost of repairs and an increased amount of reactive repair orders issued, nevertheless such overspend will effectively be negated by use of contingency funds allocated for Housing Services.

2.4 Gas and Central Heating Servicing – budget £530,450

This budget is set to provide the statutory requirement to inspect and service gas appliances in tenanted properties on an annual basis. Over time, whilst the actual cost in carrying out such servicing work has risen, costs have also risen due to the increasing numbers of gas appliances fitted as a result of the extensive central heating installation programme. Whilst spending brings overspend in the order of £49,000, such overspend is compensated and effectively negated by savings on other servicing and maintenance contracts and by the use of contingency sums.

2.5 Door Entry systems – budget £49,170

This budget is set annually to cover costs involved in the maintenance to these systems that restrict access to communal housing properties. This year, due to the need for more repair works than expected when the budget was set, maintenance costs have exceeded budget by some £6,000. However such overspend is again compensated by savings elsewhere in the housing maintenance programme.

NON-HOUSING

2.6 Fees – budget £270,030

This budget is set annually to cover the design and development costs involved in Contracts and Direct Services and Engineering and Construction to deliver the programme of non-housing projects. This budget was reduced in 2009/10 from the level set in previous years. This year however costs have exceeded the provision by some £60,000 due to the resource demands placed on services to deliver projects. Nevertheless savings on actual project work compensate for the extra costs incurred here.

2.7 City Wall Repairs – budget £33,770

This budget was rolled forward from 08/9 for remaining monies to be paid for necessary repairs to the City wall at various locations. In the event, the extent of repairs proved more than was envisaged when the original budget was set. Consequently overspend in the order of £6,000 has been incurred.

2.8 Canal Bank Underpinning at Welcome Inn – budget £4,950

This budget was rolled forward from 08/9 for remaining monies to be paid for this already mostly completed work. Before final completion some additional works were found to be required to the top of the canal bank to prevent vehicles falling into the canal. In the event when final costs were agreed they exceeded the provision made, so overspend of some £6000 has occurred.

2.9 Non-Housing Reactive Repairs General and Specific – overall budget £513,710

This budget is split into twelve separate parts in order to better monitor work and allocate costs across services. As all these provisions are for works of a reactive nature it is difficult to predict the extent or pattern of likely expenditure in the year. Further, as budget provisions for planned property improvements were deliberately and strictly limited in 2009/10 this action has put more pressure on set reactive budgets to deal with problems arising through the year that demanded urgent repairs be carried out. So five of these part budgets show overspend this year, with the largest overspend arising from the cost of parks and leisure repairs. Nevertheless other budgets here show savings to compensate for overspend to so reduce the overspend to some £65,000.

2.10 Operational Essentials Generally – overall budget £78,260

This budget is split into four separate parts in order to properly allocate requisite amounts to certain facilities. This allows facility managers to have transparent financial support to enable them to more quickly and easily organize repair and maintenance issues to keep facilities open and safe for the public. Again, repair issues are difficult to predict and therefore financial provisions can prove to be adequate or less so. Consequently, whilst overall this budget was not overspent, two of these budget parts, specifically relating to the Canal and Unoccupied Property provisions were overspent by some £8,000 and £3,000 respectively.

3 RECOMMENDED

- (1) that the outturn financial position of the £7.4m programme of reactive and planned property maintenance and refurbishment for 2009/10, as detailed above be noted.

HEAD OF CONTRACTS AND DIRECT SERVICES
HEAD OF HOUSING
HEAD OF ESTATES
HEAD OF TREASURY SERVICES

S:PA/LP/ Committee/610SCC11
18.5.10

COMMUNITY & ENVIRONMENT DIRECTORATE

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

None

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EXETER CITY COUNCIL
SCRUTINY COMMITTEE - COMMUNITY
1 JUNE 2010

AIM PROPERTY MAINTENANCE PROPOSED PROGRAMME REPORT 2010/11

1 PURPOSE OF THE REPORT

- 1.1 To detail the proposed programme of property asset related project work for the budgets set in 2010/11 in respect of reactive and planned property maintenance and refurbishment. This report covers revenue and capital funded housing and non-housing projects as approved by Council for the financial year 2010/11. Such projects are to be monitored by the Asset Improvement and Maintenance (AIM) Group. Not all the projects listed are construction projects as such, for example, some relate to feasibility or consultancy provisions for future schemes.

2 BACKGROUND

- 2.1 Details of the actual property asset related projects involved and the planned programmes, where available, are given in the Appendix to this report (as of 20 April 2010), a copy being made available in the Members' Room and on the Intranet.

Categories of work

- 2.2 There are basically three categories of work listed in the Appendix;
- Servicing work – this being work where an annual servicing regime to appliances such as gas or electrical services is carried out. The work is continuous and completed in stages throughout the year. The programme in such cases is therefore generally described as `ongoing` in the Appendix.
 - Reactive repairs – as these works cannot be predicted and arise through breakdowns or faults being reported, the programme is similarly marked as above.
 - Project work – these are generally specific one-off type works which have to be designed to suit the circumstance when a specific procurement and delivery process has to be developed. These projects have a designated start and end and ideally should be completed within the financial year.
- 2.3 Whilst some of the generally less complex asset related work may be arranged and supervised by client officers themselves, where specific technical designs and construction contracts are needed the work is organised and supervised on behalf of the client by either Contracts and Direct Services or Engineering and Construction.

Risks to the Programme

- 2.4 With all work plans there are always several risks that, when they arise, can delay or hinder project progress. These risks often mean that plans have to be changed during the year. In 2010/11 projects have been limited as far as possible to free up resources for the Council to prepare for and assess the implications of Unitary status. Other risks can be summarized as follows:

- ❑ Not having sufficient financial resources
- ❑ Not having sufficient staff resources
- ❑ Inability to attract contractors or consultants
- ❑ Inordinate lead in times for materials, plant or appliances
- ❑ Delays caused by uncontrollable events
- ❑ Unforeseen problems arising when work is opened up
- ❑ Inability of the facility to enable construction work to be carried out safely when the facility needs also to maintain its service to the public (eg Corn Exchange and Livestock Market)

The Scheduled Work

- 2.5 A brief explanation of some of the larger value asset related projects listed in the Appendix is given below.

HOUSING

Adaptations – budget £450,000

- 2.6 This budget has been set to enable relatively small adaptation work to be carried out to homes to enable less able persons to remain in their home. The work will encompass the installation of walk-in showers, installing ramps and handrails. The adaptations are planned such that they are shared out through the year to a group of smaller contractors who are well experienced in this field of work

Bathroom Replacements – budget £225,000

- 2.7 This year continues the bathroom replacement programme to deliver decent homes standard. Over time we have sought to reduce the costs involved in bathroom installations by buying bathroom fittings at pre tendered and agreed competitive prices from local suppliers. The installation work is then organized to be carried out separately by a term contractor. In 2010/11 a new 5 year term contract (annually reviewed) will be set in place in May 2010 following successful completion of tender evaluation procedures.

Central Heating Installation – budget £1,186,510

- 2.8 As the previous annual programmes to install central heating in all properties without central heating was completed, the programme work in 2010/11 seeks to install gas central heating in properties to replace leased electric heating or replace outdated or inadequate central heating systems that are inefficient, prone to breakdown and so costly to repair. In 2010/11 a new 5 year term contract (annually reviewed) will be set in place around July 2010 following successful completion of tender evaluation procedures.

Electrical Testing and Rewiring – combined budget £447,800

- 2.9 This continuation of planned rewiring of properties again similarly forms part of the overall programme to deliver decent and safe homes in 2010/11. The budget set this year has been split into one for testing and one relating to work arising from tests. This has been done to better monitor and control costs.

Kitchen Replacements – budget £900,000

- 2.10 The programme of kitchen replacements continues as part of the drive to deliver decent homes standard. A supply chain agreement with a chosen kitchen fitting supplier was previously set in place so that kitchen cupboards and worktops could be purchased direct by the Council before handing to the chosen installing contractor. This arrangement, splitting supply and install operations, continues to bring valuable savings in overall cost per property. In 2010/11 a new 5 year term contract (annually reviewed) will be set in place around May 2010 following successful completion of tender evaluation procedures.

Council Own Build, Merlin Crescent/Sivell Place combined budget £2,330,790

- 2.11 This combined budget allows the Council to build new innovative sustainable homes in 2010/11. The programme provides for 18 new flats in Merlin Crescent and 3 in Sivell Place to be built of energy saving design incorporating high levels of insulation and triple glazing to bring minimal heat loss to so deliver energy efficient homes and reduce carbon footprint.

NON-HOUSING

2.12 Basin/quayside development – budget £711,130

This budget is set to continue to fund essential infrastructure improvements and land acquisition to deliver the regeneration of the Quayside.

2.13 RAM Museum Redevelopment project – budget £3,251,140

This is a continuation of the major project part funded by Heritage Lottery to provide significant modernisation and reconfiguration of the Museum whilst also improving public access.

3 RECOMMENDED

- (1) that the programme of asset related project work for 2010/11, as detailed above and in the Appendix be noted.

HEAD OF CONTRACTS AND DIRECT SERVICES

S:LP/Committee/610SCC12
18.5.10

COMMUNITY & 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
1 JUNE 2010

ANNUAL RESULTS OF PERFORMANCE MONITORING 2009/10

1. PURPOSE OF REPORT

- 1.1. To report the annual 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

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

HEAD OF POLICY

S:PA/LP/ Committee/610SCC5
18.5.10

COMMUNITY & ENVIRONMENT DIRECTORATE

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











None

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SO1: Ensure that there are enough well-designed, well-maintained and affordable homes in the city										
Performance Indicator	Service	Year End 08/09	Year End 09/10	Target 09/10	Performance 09/10	Compared to 08/09	Target 10/11	Target 11/12	Target 12/13	Commentary
NI155 Number of affordable homes delivered (gross)	Housing	88.00	158.00	100.00	★	✓	100.00	100.00	100.00	
NI156 Number of households living in Temporary Accommodation	Housing	176.00	130.00	150.00	★	✓	150.00	125.00	100.00	
NI158 % non-decent council homes	Housing	7.97	7.12	7.00	▲	✓	5.00	4.00	3.00	Work on homes to ensure we meet the deadline continues and we are confident of meeting the target MINUS those properties where tenants have refused work. These will be made 'decent' as they become void over the following years.
LPI HO12 Total number of homes delivered via enabling	Housing	74.00	140.00	150.00	●	✓	150.00	150.00	150.00	
SO2 Enhance & protect the environment, reducing the causes & minimising the impact of climate change										
Performance Indicator	Service	Year End 08/09	Year End 09/10	Target 09/10	Performance 09/10	Compared to 08/09	Target 10/11	Target 11/12	Target 12/13	Commentary
NI188 Planning to adapt to Climate Change (rated 0-4)	Policy Unit	1.00	1.00	1.00	●	➔	1.00	2.00	2.00	
NI191 Residual household waste per household (kg)	Environmental Health	494.70	484.59	495.00	★	✓	492.50	490.00	488.00	This is an estimated figure based on information from our own weighbridge. Actual figures will be supplied by DCC, 6 weeks after the period end, although one should expect very little variance. This figure does not include the MRF stockpile that is added.
NI192 Percentage of household waste sent for reuse, recycling and composting	Environmental Health	36.20	36.07	37.00	●	✗	40.00	40.00	51.00	This is an estimated figure, but considered very accurate. Achieving a 37% recycling rate based upon weight has been very challenging in the current economic climate; paper and glass yields have dropped as sales of newspapers and bottled products have declined, and both of these recyclates form the bulk of weight we collect. In addition, industry has been more motivated to reduce the weight of packaging (which is a good thing), so for example, cooking oils are more often packaged in plastic rather than glass bottles.
NI195a % of relevant land & highways with deposits of litter that fall below an acceptable level	Environmental Health	2.00	1.00	6.50	★	✓	6.00	6.00	6.50	During the period 2009-10, 951 surveys were undertaken across 10 land use types. 335 during the first tranche, 317 during the second and 299 during the third tranche. All targets have been achieved with most improvement in the amount of general litter present. Smoking related litter, however, remains the most prevalent.

SO2 Enhance & protect the environment, reducing the causes & minimising the impact of climate change										
Performance Indicator	Service	Year End 08/09	Year End 09/10	Target 09/10	Performance 09/10	Compared to 08/09	Target 10/11	Target 11/12	Target 12/13	Commentary
NI195b % of relevant land & highways with deposits of detritus that fall below an acceptable level	Environmental Health	7.00	7.00	8.50	★	➔	8.00	8.00	8.50	<p>During the period 2009-10, 951 surveys were undertaken across 10 land use types.</p> <p>All targets have been achieved. Detritus has been generally widespread and has consisted mainly of grit and road chippings. These have been present due to salt and grit being spread on the roads during the bad weather at the beginning of 2010 and due to road surfaces deteriorating and pot-holing because of the freezing conditions</p>
NI195c % of relevant land & highways with deposits of graffiti that fall below an acceptable level	Environmental Health	2.00	1.00	2.10	★	✔	2.00	2.00	2.10	<p>During the period 2009-10, 951 surveys were undertaken across 10 land use types.</p> <p>There was a marked decrease in graffiti found, which may indicate the success of the graffiti removal service in conjunction with joint work with the police on identifying culprits through shared intelligence. However, with future budget constraints it will be more challenging to keep graffiti down, and the service will need to examine more extensive use of enforcement powers such as Graffiti Removal Notices.</p>
NI195d % of relevant land & highways with deposits of fly-posting below an acceptable level	Environmental Health	0.00	0.00	0.50	★	➔	0.40	0.40	0.50	<p>During the period 2009-10, 951 surveys were undertaken across 10 land use types.</p> <p>The target has been achieved, and there has been a marked reduction in fly-posting this past year. However, it will be challenging to replicate this outturn in future years, and the use of enforcement powers will be examined to assist in keeping this problem down.</p>

SO2 Enhance & protect the environment, reducing the causes & minimising the impact of climate change										
Performance Indicator	Service	Year End 08/09	Year End 09/10	Target 09/10	Performance 09/10	Compared to 08/09	Target 10/11	Target 11/12	Target 12/13	Commentary
NI196 Year on year change in number of fly-tipping incidents dealt with & enforcement action taken	Environmental Health	N/a	Expected Outturn: Grade 2 - Effective	Grade 2 - Effective		N/a	Grade 2 - Effective	Grade 2 - Effective	Grade 2 - Effective	DEFRA will generate this NI from the fly-capture database. The anticipated score for 09/10 is on target as Grade 2 effective. A workshop hosted by DEFRA was held in Q4, and an action plan tailored for Exeter has been jointly formulated, with the intention of strengthening our response to fly-tipping incidents in 2010/11.
LPI CD2 % of essential small reactive works completed within 10 working days	Contracts & Direct Services	92.39	97.12	95.00			97.00	97.00	97.00	
NI185 % CO2 reduction from local authority operations	Policy Unit	N/a	TBC	N/a	N/a	N/a	Year on year % reduction			The 2009/10 end of year figure will be reported in June.
NI194i Emissions of NOx	Policy Unit	N/a	TBC	N/a	N/a	N/a	Year on year reduction			The 2009/10 end of year figure will be reported in June.
NI194ii Percentage reduction in NOx emissions	Policy Unit	N/a	TBC	N/a	N/a	N/a	Year on year % reduction			The 2009/10 end of year figure will be reported in June.
NI194iii Emissions of PM10	Policy Unit	N/a	TBC	N/a	N/a	N/a	Year on year reduction			The 2009/10 end of year figure will be reported in June.
NI194iv Percentage reduction in PM10 emissions	Policy Unit	N/a	TBC	N/a	N/a	N/a	Year on year % reduction			The 2009/10 end of year figure will be reported in June.
LPI HO16 The Average SAP rating of local authority owned dwellings	Housing	67.60	68.52	67.96			68.41	68.86	69.31	
SO3: Further improve the character of the city and facilities for culture and leisure										
Performance Indicator	Service	Year End 08/09	Year End 09/10	Target 09/10	Performance 09/10	Compared to 08/09	Target 10/11	Target 11/12	Target 12/13	Commentary
NI008 Adult participation in sport	Leisure & Museums	N/a	28.3	N/a	N/a	N/a	26.95	TBC	TBC	Future targets will be set 5% above the national NI8 average.
BV170a Visits to / usage of museums per 1000 population	Leisure & Museums	1251.46	2298.05	2450.00			1600.00	2000.00	2100.00	
BV170b No. visits to museums in person per 1000 population	Leisure & Museums	176.11	151.55	700.00			33.00	1300.00	2000.00	A substantial museum programme has been organised while the RAMM building is closed, but most contact has occurred off museum premises.
BV170c No. pupils visiting museums & galleries in organised school groups	Leisure & Museums	20413.00	19713.00	12250.00			8600.00	8900.00	10000.00	
LPI CD1 % of allotment plots tenanted	Contracts & Direct Services	100.00	100.00	95.00			98.00	98.00	98.00	

SO4: Maximise the potential of all our citizens by tackling social disadvantage and deprivation										
Performance Indicator	Service	Year End 08/09	Year End 09/10	Target 09/10	Performance 09/10	Compared to 08/09	Target 10/11	Target 11/12	Target 12/13	Commentary
NI187 % of households on income related benefits living in homes with a low energy efficiency rating	Environmental Health	8.90	7.40	7.40			7.00	6.50	6.00	All figures for NI187 have been calculated by consultants as part of the annual house condition survey using a methodology approved by GOSW and DECC. The baseline target for 2008/09 was 8.9. The decrease in the number of households in cold homes by 1.5% has been achieved through grant assistance administered through the Cosy Devon Scheme, of which Exeter is the lead authority. This amounts to 218 households on low incomes no longer living in cold homes.
NI187ii Tackling fuel poverty - % of income based benefits recipients in high energy efficiency home	Environmental Health	19.40	23.10	16.70			25.00	27.00	28.00	The baseline target for 2008/09 was 19.4%. Improvements in warm homes have been driven by the take-up of grant assistance delivered via the Cosy Devon Scheme, which Exeter is the lead authority for. For 2009/10 this amounted to an extra 252 warm homes in which low income households now live.
BV202 No. people sleeping rough on a single night	Housing	5.00	5.00	9.00			9.00	4.00	3.00	
LPI HO1 Homelessness acceptances as a % of new approaches to housing advice	Housing	7.76	6.89	12.50			12.50	10.00	10.00	
LPI HO13 Total number of homelessness preventions	Housing	534.00	474.00	600.00			500.00	600.00	600.00	The total number of homeless preventions, although down on last year, reflects an overall decrease in the number of presentations seen throughout the year. Overall the number of homelessness acceptances is down and the number of households in temporary accommodation has exceeded Government targets.

SO7 Use resources effectively & provide high performing, value for money services focused on customer needs										
Performance Indicator	Service	Year End 08/09	Year End 09/10	Target 09/10	Performance 09/10	Compared to 08/09	Target 10/11	Target 11/12	Target 12/13	Commentary
NI184 % of food establishments in the area which are broadly compliant with food hygiene law	Environmental Health	90.30	93.65	92.00	★	✓	93.00	94.00	95.00	This is a very pleasing improvement in the compliance of food businesses within the city. The improvement exceeds the target and is thanks to the hard work of the officers within the section, and in particular focussed work on poorly complying BME business.
BV212.05 Average time to re-let local authority housing (in days)	Housing	23.92	25.85	23.00	▲	✗	24.00	23.00	22.00	The increase in void turnover times reflects the fact that new asbestos testing procedures have been introduced which adds 'void' time to each property tested. Performance overall remain within the top quartile when compared to other landlords.
LPI HO5 % of responsive repairs completed within target timescales	Housing	96.80	98.02	98.00	★	✓	98.00	98.00	98.00	
LPI HO7 Arrears as a % of debit	Housing	1.28	1.25	1.30	●	✗	1.30	1.30	1.20	
LPI HO8 Service charge arrears as a % of the total service charge income	Housing	11.26	12.72	12.00	●	✗	11.00	10.00	9.00	The majority of these service charge arrears are historic and are difficult to collect, particularly where the leaseholder has changed. However, we continue to pursue arrears to help maximise income to the HRA.
LPI HO14 % Homechoice refusals as a proportion of all offers	Housing	N/a	0.79	5.00	★	N/a	5.00	5.00	5.00	Performance indicator was not reported in 2008/09.
LPI HO15 Number of outstanding gas services at period end	Housing	4.00	0.00	8.00	★	✓	5.00	5.00	5.00	This is the best result ever achieved and reflects the hard work put in by the teams responsible to ensure the safety of our tenants.
LPI CD4 % of the 12 working day grass cutting route completed	Contracts & Direct Services	66.75	88.38	100.00	▲	✓	100.00	100.00	100.00	No grass cutting rounds completed during January-March 2010. Full rounds started on 6 April 2010. Some minor / specialist areas completed at end of March.

SO8 Promote an extremely positive image & reputation & ensure high levels of customer satisfaction										
Performance Indicator	Service	Year End 08/09	Year End 09/10	Target 09/10	Performance 09/10	Compared to 08/09	Target 10/11	Target 11/12	Target 12/13	Commentary
NI160 % of council tenants satisfied with overall landlord services	Housing	84.00	84.00	85.00		→	85.00	85.00	86.00	
NI182 % of business customers who are satisfied with local authority regulation services	Environmental Health	95.04	92.80	90.00		✗	92.00	94.00	95.00	
LPI CD9 % of tenants satisfied with the way housing programme works were organised by the council	Contracts & Direct Services	99.00	97.00	99.00		✗	99.00	99.00	99.00	
LPI CD10 % of tenants provided with the min of 2 wks notice of planned maintenance on their homes	Contracts & Direct Services	98.00	98.00	100.00		→	100.00	100.00	100.00	
LPI AB1 Customer satisfaction with direct contact with Bereavement Services	Contracts & Direct Services	96.43	96.15	85.00		✗	85.00	85.00	86.00	
LPI AB2 Customer satisfaction with written information from Bereavement Services	Contracts & Direct Services	93.75	93.75	85.00		→	85.00	85.00	86.00	
LPI AB3 Customer satisfaction with Bereavement Services Website	Contracts & Direct Services	83.33	82.69	85.00		✗	85.00	85.00	86.00	
LPI BE7 Client satisfaction with the service received for reactive repairs (building)	Contracts & Direct Services	49.00	74.00	85.00		✓	85.00	80.00	80.00	Significant improvement has been made when compared to 2008/09.
LPI BE9 Client rating of the condition of completed work for reactive repairs (building)	Contracts & Direct Services	55.00	75.00	85.00		✓	85.00	80.00	80.00	Significant improvement has been made when compared to 2008/09.
LPI BE10 Client rating of the attitude to safety observed during reactive repairs (building)	Contracts & Direct Services	61.00	83.00	85.00		✓	85.00	90.00	90.00	Significant improvement has been made when compared to 2008/09.

EXETER CITY COUNCIL
SCRUTINY COMMITTEE - COMMUNITY
1 JUNE 2010

HOUSING REVENUE ACCOUNT
FINAL ACCOUNTS 2009-2010

1 PURPOSE OF REPORT

- 1.1 To advise members of the overall financial performance of the Housing Revenue Account (HRA) for the 2009-2010 financial year ended 31st March 2010.

2 HOUSING REVENUE ACCOUNT (Appendix A)

- 2.1 During the financial year regular reports were made to this committee on the estimated outturn and variance in the working balance. The final outturn has now been calculated, and the report below highlights the major differences by Management Unit from the approved annual budget.
- 2.2 Overall, there is a net deficit of £15,249 for the year, after a revenue contribution to capital expenditure of £650,000 has been made. The working balance has therefore been reduced by £15,249 to £2,843,016 as at 31st March 2010. This compares to a planned reduction in the working balance of £682,100.

3 MAIN VARIATIONS

The main variations by management unit are detailed below:

	£
2009-2010 ESTIMATED REQUIREMENT FROM WORKING BALANCE	682,100

85A1 MANAGEMENT	87,294
------------------------	--------

There was a £34,740 reduction in administration costs that could be charged against capital receipts, in accordance with the housing capital receipt pooling regime, as a result of a significant reduction in the number of dwellings sold under the Right To Buy scheme during the year.

Additional expenditure was also incurred in respect of re-tendering the General Maintenance contract, which included the cost of an options appraisal, tenant consultation and moving to an industry standard schedule of rates.

Additional costs of £26,681 were also incurred during 2009/10 in respect of temporary staff employed to cover vacant posts, sickness and maternity leave.

The prolonged period of cold weather also contributed to additional electricity and gas costs for sheltered accommodation and communal areas.

85A3	SUNDRY LANDS MAINTENANCE The £23,295 saving has arisen from a lower than budgeted level of initial cultivations carried out as part of the assisted garden maintenance scheme together with a reduction in the cost of general estates maintenance for 2009/10.	(23,295)
85A4	REPAIRS FUND CONTRIBUTION This budget provides for the cost of repairs and maintenance to council dwellings. There was a significant (£493K) increase in the cost of reactive maintenance, including general repairs, repairs to void properties and electrical work. A large element of this overspend was attributable to the prolonged period of cold weather, when a higher than normal level of breakdowns occurred in relation to heating appliances. However, the additional costs have been more than compensated by a reduction in the revenue contribution to capital, which has been possible due to an underspend in the HRA capital programme.	(418,646)
85A6	CAPITAL CHARGES Additional costs were incurred during the financial year in respect of the redemption of a finance lease.	7,701
85A8	RENTS As a result of changes in the government's directions on the rent increase for 2009/10, a lower than anticipated housing rents uplift was implemented at 3.1% for this year. This resulted in a lower than budgeted level of rent charged during the year. However, a £550,000 reduction in rent was forecast earlier in the year and an improvement in the level of rent arrears during the last three months of the financial year has helped to reduce the reduction in rent collected to £265,955.	265,955
85B1	GOVERNMENT SUBSIDY There was 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.	(609,453)
85B2	INTEREST There has been a £16,728 reduction in investment interest received as a result of lower interest rates, mainly due to the economic downturn. There has also been a £6,865 reduction in mortgage interest receivable as a result of additional early redemptions in respect of mortgage debt.	23,593
2009-2010 TOTAL VARIANCES FROM BUDGET AND REDUCTION IN REQUIREMENT FROM THE WORKING BALANCE		(666,851)
2009-2010 REQUIREMENT FROM THE WORKING BALANCE		15,249

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

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SCRUTINY COMMITTEE - HOUSING REVENUE ACCOUNT FINAL ACCOUNTS
2009-2010

APPENDIX A

APRIL 2009 TO MARCH 2010

Code	Approved Annual Budget	2009/10 Outturn	Variance To Budget
	£	£	£
85A1 Management	2,839,480	2,926,774	87,294
85A3 Sundry Lands Maintenance	290,080	266,785	(23,295)
85A4 Repairs Fund Contribution	8,788,150	8,369,504	(418,646)
85A6 Capital Charges	7,800	15,501	7,701
85A8 Rents	(15,738,580)	(15,472,625)	265,955
85B1 Government Subsidy	4,738,330	4,128,877	(609,453)
85B2 Interest	(243,160)	(219,567)	23,593
85B4 Variance in Working Balance	(682,100)	(15,249)	666,851
Net Expenditure	0	0	0
Working Balance	<u>March 09</u>	<u>March 10</u>	
	£ 2,858,265	£ 2,843,016	

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 1 JUNE 2010

COMMUNITY SERVICES OUTTURN TO 31 MARCH 2010

1. PURPOSE OF THE REPORT

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

2. OUTTURN TO 31 MARCH 2010

- 2.1 During the course of the financial year ending 31 March 2010, regular reports were made to this committee on the estimated revenue outturn.
- 2.2 As in previous years, a technical adjustment to the accounts for pension contributions (FRS17) has been made in line with required accounting practice. This amendment is reversed out to show the actual cost to the Council and therefore has no impact on the Council Tax. The treatment is similar to the way we account for capital charges, and the impact is shown for each management unit in the appendix to this report. The final figure for FRS 17 is higher than budgeted resulting in an overspend against the budget.
- 2.3.1 A further technical adjustment has been made in respect of deferred charges and deferred contributions. In respect of deferred charges, the government allows councils to treat some revenue expenditure as capital expenditure e.g. grants to Housing Associations, grants to improve or develop assets owned by others (science park contributions and enhancements to the city centre). This expenditure must be shown in the revenue accounts for the year but it is financed by the use of capital receipts or borrowing and therefore these charges are removed from the net cost of services to ensure that they do not impact on the Council Tax requirement. These figures are currently anticipated to be in line with the budget.
- 2.3.2 Deferred contributions are government grants and external contributions received in respect of fixed assets. In order that this adjustment does not impact on the level of Council Tax it is required that the value of deferred contributions released to revenue accounts are reversed out when accounting for total service cost.
- 2.4 As part of the transition to International Financial Reporting Standards (IFRS), it has been necessary to review the Council's depreciation policy for vehicles, in order to ensure that their estimated useful life and depreciation method provides a realistic reflection of their usage. This has resulted in an amended policy, which has had a significant impact during this year as depreciation is greater in the early years of a vehicle's useful life. As this is the first year of the policy, the cumulative depreciation from previous years has had to be charged, resulting in greatly increased depreciation costs in some services in 2009/10.
- 2.5 The final actual outturn has now been calculated, apart from some deferred charges (see para 2.3.1 above) and the report below highlights the major differences by management unit from the approved annual budget after adjusting for supplementary budgets. The total variation for the year shows a surplus of £155,619 (1% of the revised budget) against the budget, with a final surplus of £167,864 (1% of the revised budget) after accounting for transfers to earmarked reserves.
- 2.6 The main variations by management unit are detailed below:

2009-10 REVISED ESTIMATE

£
16,952,870

81A1 ENVIRONMENTAL PROTECTION

62,903

Depreciation charges in this service were £19,072 more than the estimate, and the FRS 17 recharge was £5,740 more than the estimate (see para 2.2 and 2.4 above).

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. This has resulted in income being less than the estimates in 2009/10.

A one-off accountancy adjustment has been made to Home Call income to reflect the fact that income received in March 2010 will be allocated to the first quarter of 2010/11 rather than being included, as has historically been the case, in the current year. This has resulted in income being less than the estimates in 2009/10.

The cost of maintaining the Home Call Alarm service equipment has been transferred into this unit resulting in an overspend.

Accreditation from the Telecare Services Association (TSA) is required to enable the Council to continue to operate the Home Call Alarm service; the cost of achieving this has been largely offset by a saving on the maintenance of CCTV equipment. As this cost will fall, in part, in 2010/11, a supplementary budget will be requested.

Support service costs are less than estimated, particularly in respect of Legal and IT services.

Various small savings were achieved in respect of AIM (Asset Improvement and Maintenance) recharges, abandoned cars, clothing and laundry, and administrative costs.

Action Points: the estimate for 2010/11 has been amended in respect of the grant and maintenance of the Home Call Alarm equipment.

81A2 CLEANSING SERVICES

494,771

Depreciation charges in this service were £531,275 more than the estimate, and the FRS 17 recharge was £5,708 less than the estimate (see para 2.2 and 2.4 above).

Savings have arisen in the trading account in respect of pay. Additional income has arisen in the trading account in respect of the Trade Refuse and Garden Waste collection services. Additional costs arose in the trading account in respect of fleet costs.

AIM recharges in respect of the vehicle wash-down were less than the estimate, while the recharges for Public Conveniences were more than estimated.

Several refunds for electricity have been received for public conveniences, partially offset by water costs in excess of the estimates.

A change in the way in which compulsory HGV Driver Training is to be provided has led to a saving in the current year. However, a permanent

addition to the budget has been included for future years to reflect the need for ongoing training.

A provision for water consultants' fees has resulted in increased costs.

Action Point: The 2010/11 estimates reflect the new Driver Training programme.

81A3 LICENSING, FOOD, HEALTH & SAFETY (11,681)

Capital charges in this service were £5 less than the estimate, and the FRS 17 recharge was £9,102 more than the estimate (see para 2.2 to 2.4 above).

Savings have arisen in respect of vacant posts in the unit. Support service recharges to this unit exceeded the estimate, particularly in respect of Legal and IT services.

Income from Licences was less than the estimate, particularly in respect of Annual Fees from licensed premises and Gambling Act licences.

The surplus in respect of vehicle licensing will be transferred to an earmarked reserve.

Action Point: the estimate for 2010/11 has been reduced in respect of pay.

81A4 TECHNICAL AND AGENDA 21 (49,904)

Depreciation charges in this service were £3,405 more than the estimate, and the FRS 17 recharge was £401 less than the estimate (see para 2.2 and 2.4 above).

Part of the Climate Change Levy has been expended under the Capital Programme resulting in an under-spend in the revenue account. A small residual underspend will be transferred into the earmarked reserve.

An external contract was not renewed thereby reducing the income for this unit.

Action Point: the estimate for 2010/11 has been reduced in respect of the terminated contract.

81A5 WATERWAYS & COUNTRYSIDE (76,630)

Depreciation charges in this service were £11,562 more than the estimate, and the FRS 17 recharge was £1,132 more than the estimate (see para 2.2 and 2.4 above).

A vacant post has led to a saving and additional income has been received. This is partly offset by the cost of additional maintenance required at Turf Locks.

The budget for the Exe Estuary Review was not spent.

The AIM recharge to this service was less than the estimate.

Support service recharges in respect of Engineers and IT services to this service were less than estimated while recharges in respect of

Legal and Financial services exceeded the budget.

81A6 PARKS & OPEN SPACES

254,226

Depreciation charges in this service were £100,520 more than the estimate, deferred contributions were £9,543 more than the estimate, and the FRS 17 recharge was £2,681 more than the estimate (see para 2.2 to 2.4 above).

The trading account showed a deficit.

Increased expenditure arose on water, water consultancy and arboricultural work.

Income from sports facilities was less than the estimates.

A vacant post and a reduction in the requirement for office-based agency staff led to a saving in employee costs. Expenditure on dealing with illegal campers was less than the estimate. A refund of NNDR (National Non Domestic Rates) was received.

The AIM recharge exceeded the estimate.

Action Points: A report proposing changes to the way trees are managed was recently approved by members, and the financial implications of this have been reflected in the 2010/11 estimates. The estimates for 2010/11 also reflect a lower level of sports income.

81A7 MUSEUMS SERVICE

(396,608)

Depreciation charges in this service were £8,697 more than the estimate, deferred contributions were £1,436 less than the estimate and the FRS 17 recharge was £3,035 more than the estimate (see para 2.2 to 2.4 above).

When the estimates were prepared, it was expected that a Revenue Contribution to Capital Outlay (RCCO) would be made in respect of the ongoing works to the RAMM (Royal Albert Memorial Museum). The works have been undertaken, but it is to be fully funded from the Capital provision which has resulted in a saving against the revenue budget.

Savings have been made through vacant posts not being filled during the closure of the Royal Albert Memorial Museum. Extra income was also received for the RAMM.

Additional net income has arisen as a result of provisions made in previous years no longer being required for Renaissance funded activities.

Expenditure on NNDR for the library facility exceeded the estimate. Utility and premises maintenance costs for the RAMM also exceeded the estimate. Income was less than expected for St Nicholas Priory.

The overall AIM recharge to this service was less than the estimate.

81A8	CONTRACTED SPORTS FACILITIES	(296,280)
	<p>Depreciation charges in this service were £6,418 less than the estimate (see para 2.4 above).</p> <p>A VAT Refund of over £145,000 (net of consultants' fees) relating to previous years was received.</p> <p>Expenditure on NNDR for the Pyramids Sports Centre was less than estimated.</p> <p>The AIM recharge for the Pyramids Leisure Centre was less than estimated as the planned works have been postponed. A supplementary budget will be requested to fund the works in 2010/11.</p> <p>The cost of utilities was less than the estimate for this service.</p>	
81A9	OTHER SPORTS FACILITIES	(26,546)
	<p>Depreciation charges in this service were £1,665 more than the estimate (see para 2.4 above).</p> <p>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.</p> <p>There are savings on Support Service Recharges. Expenditure on superannuation exceeded the estimate.</p>	
81B2	BEREAVEMENT SERVICES	34,496
	<p>Depreciation charges in this service were £10,861 more than the estimate, and the FRS 17 recharge was £72 more than the estimate (see para 2.2 and 2.4 above).</p> <p>Income was less than the estimates. Additional costs arose due the purchase of equipment. These are offset by savings in respect of pay as a result of vacancies, and reduced fleet maintenance costs.</p> <p>There is an increase in the Support Service Recharges.</p>	
81B3	PROPERTIES	(5,389)
	<p>Depreciation charges in this service were £2,099 less than the estimate (see para 2.4 above).</p> <p>There are savings on Support Service Recharges.</p>	
81B5	SPORTS & PLAY DEVELOPMENT	(11,697)
	<p>The FRS 17 recharge was £827 less than the estimate (see para 2.2 above).</p> <p>Additional income was received, which was used to fund additional expenditure on temporary staff and other costs.</p> <p>There are savings on Support Service Recharges as a result of the Splash Scheme finishing in May 2009.</p>	

81B6 RECYCLING (199,449)

Depreciation charges in this service were £55,560 more than the estimate, other capital charges were £6,976 less than the estimate, and the FRS 17 recharge was £719 less than the estimate (see para 2.2 to 2.4 above).

The trading accounts produced a large surplus mainly due to increased income from the sale of materials. In addition, the costs of freight, equipment and materials processing were less than estimated.

A grant was received which funded much of the cost of marketing and some employee costs.

AIM recharges were less than the estimates.

Action Point: The 2010/11 estimates reflect the increased level of income from sale of materials and reduced freight and processing costs.

81B9 ADMINISTRATION SERVICE 0

The FRS 17 recharge was £469 less than the estimate (see para 2.2 above).

A post was deleted which led to savings in pay costs in this unit.

The saving has been refunded to other services within the directorate.

Action Point: The 2010/11 estimates reflect the saving from the deleted post.

81C1 HOME IMPROVEMENT GRANTS 4,005

A reduction in the income received in respect of Improvement Grant administration fees, due to a corresponding reduction in the number of Improvement Grants issued during the financial year, has resulted in a minor overspend.

81C2 ADVISORY SERVICES 340,077

Capital charges in this service were £6 less than the estimate, and the FRS 17 recharge was £3,157 more than the estimate (see para 2.2 to 2.4 above).

The service has successfully reduced the number of homeless acceptances, and therefore the number of households in temporary accommodation, to well below the Government's Exeter target of 150 over recent years. The service has also been successful at negotiating affordable housing for people in temporary accommodation, which has enabled a higher than anticipated number of people to move out.

Whilst these are achievements, although positive, it has resulted in much less demand for our temporary accommodation and a high level of void properties. Significant expenditure has therefore been incurred during the year in respect of repairs to void properties and there was an associated reduction in income due to void properties, especially in relation to Private Sector Leased properties.

Due to the success of helping people to avoid becoming homeless and

to remain in their homes, a £30,000 saving has been achieved in the cost of emergency bed and breakfast accommodation, which has helped to partially offset the overspend.

Action Points

- Implement the new Temporary Accommodation Reduction Plan to ensure the portfolio of stock meets future needs and demands
- Look at alternative uses for Weirfield House to maximise the use of PSL properties
- Widening the use of Shauls Court to help the Street Homeless Outreach Team to accommodate roughsleepers
- Work in partnership with other local authorities to help provide temporary accommodation
- Provide greater control of repairs costs through the new responsive maintenance contract due to start on the 1 October 2010
- Creation of a new Temporary Accommodation Working Group to monitor void levels, expenditure levels and progress with the temporary accommodation reduction plan

81C3 HOUSING ENABLING

30,797

Deferred charges in this service have not been calculated as yet, and the FRS 17 recharge was £1,450 more than the estimate (see para 2.2 and 2.3 above).

A lower than anticipated number of landlords have entered into the Extralet scheme, which has resulted in a reduction of fee income and fewer properties available for housing people who are considered suitable for holding a tenancy in the private sector.

Expenditure of £7,500 within Housing Enabling will be met from an earmarked reserve in respect of the Housing Market Assessment Survey and Empty Homes Initiatives.

Action Point: A marketing budget has been set aside to raise awareness of the Extralet Scheme and to help attract new landlords on to the scheme

81C4 PRIVATE SECTOR HOUSING

8,528

Deferred charges in this service have not been calculated as yet, and the FRS 17 recharge was £3,579 more than the estimate (see para 2.2 and 2.3 above).

Additional costs arose in respect of the cost of the Private Sector Housing Condition Survey. This is partially offset by savings in respect of staffing .

81C6 CONTRACTS AND BUILDING SERVICES

0

The FRS 17 recharge was £17,333 more than the estimate (see para 2.2 above).

Support service recharges were less than the estimates.

The costs of this unit are fully recharged to its clients, and there is therefore no direct impact on this committee.

However, the Building and Electrical Service Team trading accounts show a substantial loss. This is partly due to a reduction in work which led to an under-recovery of overheads. Also, the cost of non-productive time has exceeded the estimate as a result of the prolonged absence of three employees. The loss attributable to the trading activities has been recharged to the appropriate services and schemes, while that attributable to staff absences will be reported as a trading loss.

Action Point: A report addressing this situation and proposing changes to the service has been approved by the Executive. These changes will be fully implemented by 1st October 2010.

81C7 DIRECTOR

0

The FRS 17 recharge was £1,231 more than the estimate (see para 2.2 above).

Staffing costs and support service recharges were less than the estimates. The cost of this service is fully recharged to other services, and the savings have therefore resulted in reductions in the recharges made.

2009-10 FINAL OUTTURN

17,108,489

TRANSFERS TO / (FROM) RESERVES

12,245

TOTAL NET EXPENDITURE

17,120,734

3. RECOMMENDED

1) That Scrutiny Committee – Community note this report.

DIRECTOR OF COMMUNITY AND ENVIRONMENT
HEAD OF TREASURY SERVICES
Originator: Sally Reeve

S:PA/LP/Committee/610SCC15
19.5.10

COMMUNITY & ENVIRONMENT DIRECTORATE

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

**SCRUTINY COMMITTEE - COMMUNITY AND ENVIRONMENT
OUTTURN**

APRIL 2009 TO MARCH 2010

BUDGET	SUPPLEMENTARY BUDGETS AND VIREMENTS	REVISED BUDGET	MU CODE	MANAGEMENT UNIT (MU) DESCRIPTION	OUTTURN	OUTTURN VARIANCE
£	£	£			£	£
1,159,950		1,159,950	81A1	ENVIRONMENTAL PROTECTION	1,222,853	62,903
3,807,210	6,000	3,813,210	81A2	CLEANSING SERVICES	4,307,981	494,771
401,280		401,280	81A3	LICENSING, FOOD, HEALTH & SAFETY	389,599	(11,681)
280,100		280,100	81A4	TECHNICAL & AGENDA 21	230,196	(49,904)
618,590	9,950	628,540	81A5	WATERWAYS & COUNTRYSIDE	551,910	(76,630)
1,916,680	5,770	1,922,450	81A6	GROUND MAINTENANCE	2,176,676	254,226
1,731,630	71,310	1,802,940	81A7	MUSEUMS SERVICE	1,406,332	(396,608)
1,382,970	65,000	1,447,970	81A8	CONTRACTED SPORTS FACILITIES	1,151,690	(296,280)
91,800	27,300	119,100	81A9	NON-CONTRACTED SPORTS FACILITIES	92,554	(26,546)
309,020	1,160	310,180	81B2	BEREAVEMENT SERVICES	344,676	34,496
46,310	6,000	52,310	81B3	PROPERTIES	46,921	(5,389)
298,050		298,050	81B5	SPORTS & PLAY DEVELOPMENT	286,353	(11,697)
641,670	43,900	685,570	81B6	RECYCLING	486,121	(199,449)
0		0	81B9	ADMINISTRATION SERVICE	0	0
33,780		33,780	81C1	HOME IMPROVEMENT GRANTS	37,785	4,005
675,960		675,960	81C2	ADVISORY SERVICES	1,016,037	340,077
2,738,360		2,738,360	81C3	HOUSING ENABLING	2,769,157	30,797
506,700		506,700	81C4	PRIVATE SECTOR HOUSING	515,228	8,528
76,420		76,420	81C5	SUNDRY LANDS MAINTENANCE	76,420	0
0		0	81C6	CONTRACT & BUILDING SERVICES	0	0
0		0	81C7	DIRECTOR COMMUNITY/ENVIRONMENT	0	0
16,716,480	236,390	16,952,870		NET EXPENDITURE	17,108,489	155,619

TRANSFERS TO / (FROM) EARMARKED RESERVES

- 81A9	10,000
- 81A3	8,831
- 81A4	1,006
- 81C3	(7,592)
OUTTURN AFTER ADJUSTING FOR MOVEMENTS ON RESERVES ETC	17,120,734
REVISED BUDGETS	16,952,870
ADJUSTED OUTTURN VARIANCE	167,864

ANALYSIS OF VARIANCES

FRS 17	41,455
AIM	(16,033)
CAPITAL	735,241
OTHER DIRECTORATES' SUPPORT SERVICES	(93,244)
VAT REFUND PLUS INTEREST LESS FEES	(145,508)
SUPPLEMENTARY BUDGETS, RCCO'S NOT TAKEN (SEE BELOW)	(155,000)
OTHER VARIANCES	(199,047)
	167,864
SUPPLEMENTARY BUDGET REQUIRED - 81A1	8,500
REVENUE CONTRIBUTIONS TO CAPITAL OUTLAY (RCCO) NOT TAKEN :	
- 81A4	60,500
- 81A7	86,000
	155,000

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