

SCRUTINY COMMITTEE - COMMUNITY

14 January 2014

Present:

Councillor Norman Shiel (Chair)

Councillors Bowkett, Branston, Bull, Clark, Macdonald, Morris, Mottram, Payne and Spackman

Apologies:

Councillors Mitchell, Choules and Crow

Also present:

Chief Executive & Growth Director, Deputy Chief Executive, Assistant Director Environment, Assistant Director Housing, Assistant Director Customer Access, Corporate Manager Democratic and Civic Support, Housing Operations Manager, Principal Accountant (SR), Housing Options Manager and Democratic Services Officer (Committees) (HB)

1 **Minutes**

The minutes of the meeting held on 12 November 2013 were taken as read and signed by the Chair as correct.

2 **Declaration of Interests**

No declarations of interests were made by Members.

ITEMS FOR DISCUSSION

3 **Future Workings of Scrutiny**

The Corporate Manager Democratic and Civic Support presented the report informing Members of recent changes to the scrutiny process including changes in the operation of the three Scrutiny Committees and of proposed changes to future working in order to make the Committees more efficient and effective.

Some of the proposed changes that had emerged following a series of meetings between the Chairs and Deputy Chairs of the three Committees were:-

- a new style of agenda format;
- unless requested, officers would not present reports at committee;
- Members to provide officers with advance notification of questions to be asked at the meeting;
- Scrutiny Chairs to take a more active role in the Committee meeting 'pre-meet' to decide agenda content; and
- Portfolio Holder's reports to be considered prior to Council meetings rather than at Scrutiny Committees.

Councillor Macdonald moved and Councillor Payne seconded the following motion:-

“That the principles and concepts of the report be considered by all Members prior to a Council meeting, which would also provide an opportunity to trial the efficacy and practicality of Members meeting prior to the Council meeting to discuss matters, as was being proposed with regard to the Portfolio Holder reports.”

The motion was put to the vote and lost.

Councillor Bull moved and Councillor Bowkett seconded the following motion:-

“Scrutiny Committee - Community welcomes looking at further ways to develop the scrutiny process. However, the proposals in front of us come from the Chairs of scrutiny and has, until now, not been through a cross party process. At this stage the report may be subjected to numerous and conflicting amendments at the three individual scrutiny committees.

Previous proposed changes to scrutiny were done through a cross party working group and, therefore, a precedent for an appropriate process has been established.

We therefore recommend that Executive re-establish a cross party working group to look into this report and to bring back proposals to Executive and then, subject to approval, they be put before Full Council.”

The motion was put to the vote and carried.

4 Reports of Portfolio Holders

Councillors Hannaford and Owen presented progress reports on priorities within the Housing and Customer Access Portfolio and the Environment, Health and Well Being Portfolio respectively. Responses to Members' queries are set out below:

Housing and Customer Access

- approximately a fifth of the City's housing stock was in the private rented sector, a quarter of which was of poor standard; the introduction of the Exeter Landlord's Accreditation Training Scheme was therefore a positive step;
- as provision of affordable homes remained a priority, the Council wished to continue its strong track record in this respect and to ensure that developers met the recently introduced 35% ratio of such homes in new developments. The Planning Inspector had advised that 35% of affordable housing was sensible;
- notwithstanding the proposed Council house rent increase of 3.7%, rent levels compared favourable to other areas and this was a central tenet of the HRA Business Plan;
- the importance of encouraging local, small and medium sized firms to tender for the various housing contracts was recognised;
- local Members would be advised of the consultation process with developers during negotiations for CIL contributions to local communities. There would be a focus on site related infrastructure and affordable housing; and
- the reduction of street begging was a priority, including the introduction of an alternative giving scheme, improved access to accommodation and treatment services for those wishing to engage and more robust enforcement. A poster campaign had been created to help educate the public on the dangers of giving cash to beggars and signs placed in car parks to advise that drug taking, sleeping

etc. is illegal in car parks. An agreement was being sought from the Police that they are committed to working with the Council on this matter.

Environment, Health and Well Being

The Portfolio Holder explained that responsibility for the Parkwood Leisure contract had been transferred to the Portfolio Holder for Economy and Culture and that the Health and Wellbeing stream of work had been added to his portfolio.

- the County Council had agreed to allocate a sum of money for the Council to determine its own regime of grass and weed cutting and a meeting was to be held with the Assistant Director Public Realm to discuss further;
- an agreement had been reached with the taxi trade for continued funding of the Taxi Marshall Scheme on Saturday nights in 2014. At present, this could not be extended to cover Friday nights because of the cost;
- a Help Zone trialled on 20 December to assist the public late at night/early morning had been very successful with 16 people helped. A debriefing for partners including the Police, Health Workers, Street Pastors etc. was to be held when consideration would also be given to funding a continuation of this scheme;
- charging for the deposit of commercial waste at the recycling centre was appropriate. This was a County Council function;
- the proliferation of betting shops in the City Centre was of concern, especially as they were categorised as financial services under planning legislation which made the change of use to such shops relatively straight forward. It was hoped that a proposal at Government level to introduce stricter controls would be progressed; and
- the licensing regime could help control fly posting of events by licensed premises.

Scrutiny Committee - Community noted the reports.

ESTIMATES, CAPITAL PROGRAMME AND FEES AND CHARGES

5 Community – General Fund – Estimates/New Capital Bids/Fees and Charges

The Principal Accountant presented the report on the Community Revenue Account Estimates and Fees and Charges, which outlined the strategic framework within which the estimates had been prepared; changes in accounting practices which affected all budgets and gave detailed reasons for major changes in the Management Unit estimates. A detailed schedule of the capital programme for Community was also attached to the report.

Since the reporting of estimates to the December meeting of this Committee, the employer superannuation rates for 2014/15 had been announced, with the increased cost of £130,000 being reflected in the revised draft revenue estimates.

Members noted the increase charge imposed for inspecting properties for immigration sponsors and to the £10,000 budget increase for illegal camping by travellers etc. The City and County Councils were working together on this issue.

Scrutiny Committee – Community noted the draft Revenue Estimates for 2014/15, the proposed Capital Programme and Fees and Charges for further consideration by Executive.

6 **Community – Housing Revenue Account – Estimates/New Capital Bids/Fees and Charges**

The Assistant Director Housing presented the report on the Housing Revenue Account Estimates and Fees and Charges, which outlined the strategic framework within which the estimates had been prepared, changes in accounting practices which affected all budgets and gave detailed reasons for major changes in the Management Unit estimates. A detailed schedule of the capital programme for Housing was also attached to the report together with details of the Council Own Build programme.

The increased superannuation costs had resulted in a £28,000 increase in the estimates. There had also been a £50,000 increase in the capital programme since the December meeting of this Committee for a new lift at 98 Sidwell Street.

The consequence of the Government potentially cutting short the period preparing for rent convergence by one year could be a loss of rental income of £185,000 a year, although this needed to be seen in the context of an overall budget of £19 million.

Scrutiny Committee – Community noted the draft Revenue Estimates for 2014/15, the proposed Capital Programme, Fees and Charges and Council Own Build for further consideration by Executive.

ITEM FOR EXECUTIVE

7 **Housing Rents and Service Charges 2014/15**

The Assistant Director Housing presented the report recommending a rent increase for council dwellings from 1 April 2014.

An increase was proposed reflecting a general inflationary increase of 3.7% together with a convergence factor to reflect the number of years to rental convergence.

In order to achieve the Government's social rent reform, it would be necessary to implement an increase of 3.7% (RPI + 0.5%) with up to an extra £2 per week to facilitate convergence. For 2014-15, this would result in an average increase of 6% which equated to £4.09 per week over 52 weeks.

The Assistant Director acknowledged the importance of effectively communicating the increase and agreed that the opportunity should be taken to emphasize that the increase was necessary and reasonable and that tenants received very good value.

Scrutiny Committee - Community noted the report and recommended Executive to:-

- (1) approve a rent increase for Council dwellings by an average of 6% from 1 April 2013 which includes a general inflationary increase of 3.7% together with the phased introduction of the Government's rent restructuring proposals;
- (2) approve a service charge increase of 3.7% with the exception of those charges set out below:-
 - (a) 3.2% increase in respect of cleaning communal areas in line with anticipated rises in cleaning contract costs;
 - (b) 0% increase in respect of communal electricity at Weirfield House;
 - (c) 0% increase in respect of water at Magdalen Gardens; and

- (d) the restructuring of charges in respect of communal gas at Sheltered Sites to reflect the number of properties per site and ensure an equitable apportionment of costs to better reflect consumption. No inflationary increase was proposed; and
- (3) an increase in garage rents of 3.7%.

ITEM FOR INFORMATION ONLY

8 Minutes of the Devon and Cornwall Police and Crime Panel

The minutes of Police and Crime Panel meetings were circulated after each meeting to Members of this Committee to enable them to raise any issues of concern or interest at these Scrutiny meetings. No issues were raised.

The Chair reported that Tony Hogg, the Police and Crime Commissioner, had advised that Ian Ansell, the Criminal Justice, Partnership and Commissioning Manager would attend the next meeting of this Committee on 4 March 2014.

Members regretted the fact that the Commissioner was unable to attend in person as had originally been requested and that a meeting proposed for December of last year between the Commissioner and senior Council Members and Officers had not materialised.

Scrutiny Committee - Community asked the Chief Executive to again request the presence of the Commissioner at a Scrutiny meeting.

The meeting commenced at 5.30 pm and closed at 6.47 pm

Chair

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Portfolio Holder Priorities 2013/14
Cllr Robert Hannaford
Housing

Help me find somewhere suitable to live	
Build communities where everyone has a home	UPDATE
<ul style="list-style-type: none"> o Continue to offer a professional and flexible approach to developers seeking to build new homes in the City and to negotiate the provision of affordable housing that meets the identified housing needs of local residents. 	<p>Since 1 April 2013, 101 new affordable homes have been delivered (69 social rent, 8 shared ownership and 24 affordable rent). Throughout the year negotiations have been ongoing for future new home delivery across the city. There are 1,069 new affordable homes in the pipeline to be delivered in the future.</p>
<ul style="list-style-type: none"> o Provide new affordable homes across the city and in the urban extensions at Newcourt, Monkerton and Alphington. 	<p>Since 1 April 2013, 19 new affordable homes have been delivered at Newcourt. 33 affordable homes are currently onsite at Monkerton, and 79 affordable homes are currently onsite at Newcourt.</p>
<ul style="list-style-type: none"> o Seek to deliver at least 5% of all new affordable housing stock to meet the Council's wheelchair design standards and we shall produce a wheelchair housing strategy for the city. 	<p>There are 18 wheelchair accessible currently under construction onsite, exceeding the 5% target</p>
<ul style="list-style-type: none"> o Continue to assist in the facilitation and development of 150 Extra-Care homes across the City. 	<p>£1.4million grant secured from the Department of Health to facilitate delivery of St Loyes Extra Care.</p>
Use a range of measures to solve housing problems	
<ul style="list-style-type: none"> o Continue to investigate and encourage innovative schemes to deliver affordable housing without public subsidy 	<p>The Housing Development Team continually examines and tests different methods of delivering affordable housing without public subsidy, including utilising HRA surpluses and Section 106 commuted sum contributions as well as other private finance</p>

	opportunities.
<ul style="list-style-type: none"> o Review and monitor the pressures on the council's existing housing stock and Housing Revenue Account (HRA) from the new discounted Right To Buy proposals. 	<p>So far in 2013/14 we have completed sales on 24 properties through the Right to Buy (RTB) with a number more in the pipeline. This is in line with forecasts made following the changes to the discounts available to tenants in order to purchase their homes under RTB.</p>
<ul style="list-style-type: none"> o Ensure that we make best and prudent use of any funding that becomes available through the new HRA, to maintain existing stock and build and acquire new units. 	<p>The Council is in the second year of a major 3 year programme of refurbishing kitchens and bathrooms. So far this programme has delivered over 700 new kitchens and 500 bathrooms through the total delivery project. We are currently on budget for the remainder of this financial year and in 2014/15 we plan to deliver a further approx 400 kitchens and 300 bathrooms.</p>
<ul style="list-style-type: none"> o Maintain and enhance our existing good work through the Tenants and Leaseholders Committee, Exeter Homes Partnership and Performance Review Committee. 	<p>Revised model of resident involvement agreed by committee in December 2013.</p>
<ul style="list-style-type: none"> o Manage additional pressures and work loads from the cuts and changes to housing benefit, government imposed reductions in council tax benefits, and the Coalitions back to work agenda. 	<p>Our systems thinking work has helped to mitigate the impact of the increase in workload of the changes as a result of Welfare Reform. We worked proactively with those residents who were liable for Council Tax for the first time for make them aware of the change and offer advice and support in agreeing a suitable repayment schedule to ensure that the council was able to collect the amounts due, but in a way that minimised financial hardship for individuals. The workload did cause a negative impact on the backlog for processing claims for Benefit and dealing with claimant's changes of circumstances but this has been brought under control through a temporary reallocation and refocus of staff resources.</p>

<ul style="list-style-type: none"> o Work with the Environmental Health staff to monitor and drive up standards in private sector properties, especially for vulnerable groups and young people. 	<p>As a result of enforcement activity undertaken by the Environmental Health Residential Team, prosecutions are being considered in respect of two landlords for their failing to comply with legal requirements and three HMO properties are currently the subject of emergency enforcement action as a result of their very hazardous condition. These notices are likely to become the subject of works in default and prosecution.</p> <p>The majority (approx. 600 of 850) of the larger licensable HMOs, have been re-licensed and scheduled inspections have followed on a priority basis.</p> <p>The Private Sector Housing function will be transferring to Housing with effect from 1 February 2014, and the Council will be looking to implement a licensing scheme for private sector landlords to drive up standards of accommodation in this sector.</p>
<ul style="list-style-type: none"> o A partnership has been developed with the National Landlord's Association to provide accreditation training to Exeter Landlords. Training sessions will be run up to 4 times per year. The first 15 landlords were accredited in April 2013. 	<p>28 private sector landlords have completed the NLA Foundation Accreditation Course, with a further session scheduled in for February 2014 for a new group of landlords.</p> <p>A further NLA course specifically dealing with tenancies and possession proceedings is also scheduled for February 2014.</p> <p>In addition the Council is closely supporting the University and Student Guild with the expansion of the Universities accreditation scheme for student HMOs that they are running in partnership with UNIPOL AFS, which is a nationally recognised accreditation body.</p>
<ul style="list-style-type: none"> o The private members bill to give greater rights and protection to park home owners has now been enacted as the Mobile Homes Act 2013. 	<p>Commencement dates for all parts of the Act are still awaited - policy is being shaped in line with the anticipated commencement dates to deal with such new powers as the 'fit and proper person' test for site licensees.</p>

<ul style="list-style-type: none"> o Make the best use of the new funding streams from the revised planning systems for both housing and community initiatives. 	<p>The Council introduced a Community Infrastructure Levy from 1 December that will generate significant funding for new development related infrastructure including community facilities. Local communities will be consulted on 15% of CIL expenditure. Negotiations on Section 106 agreement requirements will now focus on site related infrastructure and affordable housing. Requirements for affordable housing were reinstated at the higher 35% and 3 threshold level required by the Core Strategy in September to reflect the findings of the CIL examiner on development viability.</p>
<ul style="list-style-type: none"> o Continue to grow the Private Sector Leasing and EXtralet schemes to provide a wider pool of affordable accommodation in conjunction with the private sector 	<p>Growth of the Private Sector Leasing scheme and EXtraLet scheme has been limited due to staff resources and service priorities. Since April 2013, 6 new PSLs and 3 new ExtraLets have been procured. It is anticipated that from April 2014 a new system of procurement will be in place. This will improve the speed and scale of PSL and EXtraLet procurement.</p>
<ul style="list-style-type: none"> o Develop our approach to reducing street begging including the introduction of an alternative giving scheme, improved access to accommodation and treatment services and more robust enforcement 	<p>An alternative giving scheme to dissuade people from giving money to street beggars is being developed in association with other partners, with a prospective launch in Feb/March 2014.</p> <p>A poster campaign has been created to help educate on the dangers of giving cash to beggars on the streets, who collectively could be taking up to £1000 a day. The posters will direct people to give donations via an alternative giving scheme (website and or text messaging). Agreement is being sought from the police that they are committed to working with us in addressing the number of beggars and using enforcement powers to deal with them. Our car parks now have signs informing the public that drug taking, sleeping and begging is not allowed in our car parks and that legal action could be taken against anyone seen doing so. The first trespass injunction is being prepared for an aggressive beggar who is persistently found in Mary Arches Car</p>

	<p>Park. A survey has also been carried out on all ECC car parks to identify entry points and a costing has been sought to completely shut down all access points to the car parks at night. A full report on the problems in the car park, and options to resolve these, will be made available for SMT in February.</p> <p>A 'Recovery & Fast Tracked' services procedure (RAFT) was developed in 2013, in association with Devon Drugs & Alcohol Service and Addaction, but further joint working is needed with agencies such as the Police in order for this procedure to be implemented successfully, and take-up assured.</p> <p>A comprehensive enforcement policy, together with procedural tools is being developed, in preparation for consultation with external partners in February 2014.</p>
<ul style="list-style-type: none"> o Transform how the council maintain its properties and provide a better service with improved value for money 	<p>Work on empty homes and kitchen and bathrooms programme ongoing. Significant pressures on voids budget have become apparent during the course of the financial year and a new voids team has been established with effect from December 2013, to begin to tackle these.</p>
<ul style="list-style-type: none"> o Provide up to £400,000 in renovation grants to those most in need to make private sector homes fit for habitation (this was cut some time ago) 	<p>Financial assistance primarily in the form of loans administered through the Council's partner Wessex Reinvestment Trust. From April – December there have been 39 referrals and 30 applications with £117,000 committed plus £84,000 drawn down.</p>
<ul style="list-style-type: none"> o We will build upon recent work to cut down the time it takes to install Disabled Facility Grant adaptations in private dwellings by use of approved builders lists and modular pricing of standard works. 	<p>This work has been completed with an agreed builders list formed and an agreed modular price structure used on standard non-complex jobs. This has resulted in DFG end to end times being halved from an average of 60 working days to around 30 working days for non-complex DFGs such as stair-lifts and level access showers.</p>

<ul style="list-style-type: none"> o We will continue to work to strengthen to Protocol all the Devon Councils have with Registered Providers (Housing Associations) through which they undertake to contribute to the cost of disabled adaptations to their homes. New governance arrangements have been put in place to maximise sign up. 	<p>The protocol is in place with all the active Registered Providers in Exeter signed up, with the exception of one big provider. The result is that many Registered Providers have funded or part funded adaptations to their properties that they hadn't done before. However, more recently it is becoming clear that some Providers are reconsidering their financial position in relation to such funding.</p>
<ul style="list-style-type: none"> o Wessex Home Improvement Loans have employed a marketing manager in order to encourage greater take up. We will also seek to expand the work of Wessex to include debt advice to clients in need. 	<p>Our partner Wessex Improvement Loans, launched a successful marketing drive in 2013, which resulted in an uplift in enquiries, from 14 for the whole of 2012/13 to 39 by the third quarter of 2013/14.</p> <p>In terms of debt advice, Wessex have liaised with the Council's own debt advice agencies, such as CAB, to offer support and work with them where appropriate.</p>
Provide homes for rent that people can afford	
<ul style="list-style-type: none"> o Implement the recently approved Empty Homes Enforcement Policy to return privately owned empty homes to use and ensure they are fit for habitation 	<p>22 long term empty homes have been brought back into use through the threat of enforcement. 20 further cases are in hand.</p>
<ul style="list-style-type: none"> o Build on our existing good work with the private sector to expand our portfolio of private properties which we manage on behalf of private landlords and use to proactively prevent homelessness. 	<p>Since April 2013, 6 new PSLs and 3 new ExtraLets have been procured. It is anticipated that from April 2014 a new system of procurement will be in place. This will improve the speed and scale of PSL and EXtraLet procurement.</p>
<ul style="list-style-type: none"> o Use increased flexibilities with allocations policies to ensure our social housing always goes to those most in need with a strong local connection to Exeter. 	<p>We continue to be flexible on the lettings of ECC properties ensuring best use of stock to meet customer needs. Through systems thinking we are trialling a number of methods of allocating homes. A Scrutiny Community Task & Finish Work Group has been established to look into the working of the Devon Home Choice System.</p>

<ul style="list-style-type: none"> o Introduce flexible tenancies in our own stock to optimize the potential for council-owned homes to be available for people in most housing need 	Flexible Tenancies introduced from Oct 2013.
Retain current system of setting council rent	
<ul style="list-style-type: none"> o Set Council rents in line with the Housing Revenue Account Business Plan 	Ongoing and report to Executive in January on 2014/15 rent increase. Headline rent increase of 3.7% being recommended to Executive. Full report to Scrutiny Community to be presented later on the agenda.
Provide 25% of all new build development as social housing	
<ul style="list-style-type: none"> o Where viable, make 25% of all new homes built across the City affordable 	25% achieved; 35% now adopted from 1 December 2013 following the outcome of the Community Infrastructure Levy Examination where the Planning Inspector advised that 35% of affordable housing was feasible.
Introduce a co-operative and mutual model of home ownership where people are given stability and equity while retaining housing stocks	
<ul style="list-style-type: none"> o Continue to explore opportunities for introducing cooperative and mutual models of home ownership. 	Ongoing discussions held with Exeter Eco Housing, who are presently undertaking development viability work to ascertain the potential to bring forward council land for a co-operative housing scheme.
Install solar panels on council houses	
<ul style="list-style-type: none"> o Identify and maximise opportunities to increase the Council's own housing stock to high energy sustainability standards. 	Work is due to be completed in February on the 3 Laings properties which we are currently being refurbished and made more thermally efficient. There are a further 2 Laing properties

	<p>becoming vacant where similar works will be completed. An additional 38 homes had PV panels installed this year as part of a re-roofing programme. Whilst rendering works are being carried out at Whipton Barton Road new glazing is being fitted which is category A which category C previously. This is more thermally efficient.</p>
<ul style="list-style-type: none"> o Install solar panels on up to 55 council-owned homes in Hawthorn Road 	<p>Due to capacity of local sub station we were only to fit 38 roofs with PV panels but this is now complete.</p>
<ul style="list-style-type: none"> o We will continue to work in partnership with E.on to deliver energy efficiency grants and loans schemes to maximise take up of Green Deal and Energy Commitment Obligation (ECO).measures. 	<p>A pilot ECO scheme was launched, in the 6 most deprived wards, in July 2013 to October 2013, and 3,030 residential addresses written to. This resulted in 192 responses, a disappointing 6% return. Of this 192, only 140 would have qualified for free insulation, and only 27 went forward because of the complex criteria for the Government's ECO scheme. This demonstrates that the new replacement energy efficiency schemes need to be very carefully marketed and well-managed in order to persuade people to take it up.</p> <p>In addition, the Council in partnership with 9 other Devon authorities (excluding Plymouth) has engaged Eon as a provider funder for a pan-Devon ECO scheme under the well-known brand of Cosy Devon. This is due to launched in April, with the lessons from the ECO pilot informing the Cosy Devon/ECO project.</p>

Enable me to have my say and be heard	
Empower residents to have a greater say	
<ul style="list-style-type: none"> o We will further develop the Residential Park Forum in order to support those many Exeter householders who have additional housing challenges to deal with as park home residents 	<p>The forum is proving to be a success and has assisted with the introduction of revised licence conditions and other issues. The revised conditions based upon the Model Standards, for the three sites with outdated conditions will come into force in April 2014.</p>
<ul style="list-style-type: none"> o Develop a new Housing Strategy in consultation with our residents, communities, tenants and wider stakeholders. 	<p>Housing Strategy for 2013-2017 drafted and consulted on. Final version ready by summer 2014</p>

Cllr Robert Hannaford
Jan 2014

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Portfolio Holder Priorities 2013/14
Cllr Robert Hannaford
Customer Access

Help Me With My Financial and Housing Problem		UPDATE
1	<p>One View of Debt</p> <p>Work has started to bring together the services that touch our residents in multiple debt to us; i.e. housing benefit overpayments, council tax arrears and rent arrears.</p>	<p>Council Tax Recovery staff, Housing Benefit Overpayment Recovery staff and Housing Rent's Income Management Officers were finally able to physically come together to form the One View of Debt team in October. With a mission statement of 'maximum contact results in minimum debt' and a purpose 'to deal with a customer's total debt as one, and to help customers to get fixed and stay fixed', staff have been busy learning each other's systems, processes and procedures. Priority for the team is to increase the number of automated payment lines, so that more customers, who are just paying and don't need other help, can self serve by phone or online. This frees up staff resources to spend with those customers who are struggling to pay. The team have drawn up an action plan of improvements for the new year including:</p> <ul style="list-style-type: none"> • Overhauling correspondence to make it more user friendly • A new OVOD web page to inform on what help is available • Making more payment dates and frequencies available, in line with when and how often people get paid • Reducing the use of enforcement agents so as to keep costs down. <p>The team work closely with CAB and Homemaker through our Exeter Money Advice Project (EMAP) to help those customers struggling with debts, and EMAP are delighted to be involved as their location in the CSC pod means they can get problems with benefits, rents or council tax sorted out straight away.</p> <p>The team have come up with the following operating principles:</p> <ul style="list-style-type: none"> • Put the customer, not their debt, at the centre of your decision making.

- Look for ways to help, not for ways not to help
 - Don't punish customers for past behaviour
 - Make every contact count
 - Gather information from all systems before making a decision
 - Don't take unnecessary recovery action
 - Increase collection within the realistic capabilities of our customers
 - Increase ways to pay and make it easier to pay
 - Help customers to help themselves
 - Prioritise new debt, and ring fence old debt
 - Reduce manual intervention
 - Reduce use of enforcement agents
 - Don't add unnecessary costs for customers
 - Decrease costs for the Council
 - Promote sensible borrowing and seek out alternatives to pay day loans
 - Prepare our customers for what's coming
 - Always tell customers how we can help
 - Work to keep people in their homes
 - Make good use of profile information
 - Don't take recovery action in April, use that month to work with customers with debts for previous year(s)
 - Always collect full contact details (landline/mobile/email), and check info we hold is up to date
 - Don't take recovery action within the month instalment is due
- It's still early days, but the team have been thinking about how they can measure success, with possible measures being:
- Increased amount collected
 - Reduced amount of recovery action taken
 - Reduced costs to customers
 - Reduction in use of bailiffs

		Unfortunately staff have to look at several different systems when dealing with customers, as there is currently no overall picture on one system, and this is hindering progress, but IT are working with the team to see if a solution can be found using the Blackpool model.
2	<p>Local Council Tax Support Scheme</p> <p>As the Scheme has only been in place since April, there is little evidence to allow us to determine the impact. Initial data suggests that our recovery rates are positive.</p>	<p>ECC's Council Tax recovery rate to the end of September 2013 (quarter 2) was 56.09%, compared to 56.54% at the same time last year. There has been a drop in November, however this may be due to the fact that minimal recovery action has been taken to enable the new OVOD team to establish new ways of working, or it may be the affects of welfare reform being felt, or both. It is still too early to tell and a full year's worth of data is needed in order to gauge the true impact of the scheme.</p> <p>Pro-active work with customers (financially supported by Devon & Cornwall Police and Devon & Somerset Fire Authorities, and Devon County Council) has kept the collection rate high, and a business case has been submitted to our preceptors to continue this pro-active approach into the next financial year.</p> <p>The current scheme includes the provision of an Exceptional Hardship Fund (EHF), and 11 awards of EHF had been made by the end of quarter 2 to customers with extreme financial hardship. Again, pro-active work with customers has kept the need for awards low.</p> <p>The scheme will remain the same for the 2014/15 financial year, but officers have begun modelling the scheme for 2015-16 for consideration by Council in case there is a need to reduce funding.</p>
3	<p>Local Welfare Support</p> <p>Two elements of the national social fund (community care grants and crisis loans for living expenses) were abolished. A reduced amount of funding was passed to upper tier and unitary authorities to devise local schemes to provide welfare support. This is a two year interim</p>	<p>At the end of Q2, there had been just under 1,000 applications for assistance through Local Welfare Support. Of the awards made:</p> <p>71% supported a short term priority need (i.e. food bank referrals, food vouchers, utility top ups, travel warrants, clothes)</p> <p>23% supported establishing into the community (i.e. furniture, white goods, help with moving costs)</p> <p>6% supported self-reliance and resilience (i.e. help with training costs, debt relief order costs, getting back into work)</p> <p>The concern is that as the funding is limited to 2 years, with longer term funding uncertain,</p>

	<p>arrangement. Longer term funding is uncertain.</p>	<p>too much is being spent in response to a crisis as opposed to supporting self-reliance and resilience (i.e. getting and staying fixed).</p> <p>On 13 December a local Housing Association forwarded information about a small group of tenants who should not have been affected by the social sector size restriction. Housing Benefits reviewed the law highlighted and confirmed the information was correct. By 18 December, 31 ECC claimants (4.5% of those subject to a restriction) had been identified and had their awards corrected with arrears of Housing Benefit paid before Christmas totalling nearly £16,000. On 8 January DWP published an Urgent Bulletin confirming the action taken by ECC was correct. They also advised their intention to amend legislation so that this group would become subject to the size restriction.</p>																																				
4	<p>Preparing for the Household Benefit Cap</p> <p>The household benefit cap will introduce a total maximum amount that can be claimed in all benefits for non-working families. The threshold has been set at £500 per week for couple and lone parent households and the lower rate of £350 per week for single adult households.</p>	<p>All cases affected by the household benefit cap had been contacted with details of their reduced award by the end of August. In the event there were far fewer cases than had been suggested by DWP scans in the run up to the launch of the cap. All 16 affected households have been contacted and offered tailored assistance to help them either adjust to the reduction or take steps to change their situation so that the cap no longer applies. To date 13 awards of Discretionary Housing Payment (DHP) have been made to households affected by the cap, at a total cost of £19364.72.</p> <table border="1" data-bbox="824 970 1935 1311"> <thead> <tr> <th colspan="6">September 2013</th> </tr> <tr> <th>Tenure</th> <th>Cases affected</th> <th>Weekly loss (adjusted) £</th> <th>Average weekly loss £</th> <th>Maximum weekly loss</th> <th>Minimum weekly loss</th> </tr> </thead> <tbody> <tr> <td>Council secure tenant</td> <td>2</td> <td>£107.94</td> <td>£53.97</td> <td>£82.94</td> <td>£25.00</td> </tr> <tr> <td>Council temporary</td> <td>3</td> <td>£430.31</td> <td>£143.44</td> <td>£198.53</td> <td>£62.61</td> </tr> <tr> <td>Housing Association</td> <td>6</td> <td>£493.86</td> <td>£82.31</td> <td>£110.59</td> <td>£19.86</td> </tr> <tr> <td>Private - Rent Officer</td> <td>1</td> <td>£48.39</td> <td>£48.39</td> <td>£48.39</td> <td>£48.39</td> </tr> </tbody> </table>	September 2013						Tenure	Cases affected	Weekly loss (adjusted) £	Average weekly loss £	Maximum weekly loss	Minimum weekly loss	Council secure tenant	2	£107.94	£53.97	£82.94	£25.00	Council temporary	3	£430.31	£143.44	£198.53	£62.61	Housing Association	6	£493.86	£82.31	£110.59	£19.86	Private - Rent Officer	1	£48.39	£48.39	£48.39	£48.39
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5	<p>Late Night Opening</p> <p>The late Thursday opening until 7pm will be formally reviewed after 6 months of promotion.</p>	<p>As Members will be aware, the Council since April 2013 has been trialling late night opening on Thursday for the Civic Centre- based services that residents access the most. This has meant that the Civic Centre has stayed open until 7pm. This is part of our commitment to ensuring that we are working to find the most convenient and accessible ways of meeting the needs of residents who need to access our services and in particular, those who are in the most need- one of our reasons for opening later into the evening was in the wake of the introduction of Welfare Reform changes, providing support for working residents who may have been affected by local Council Tax Support and other changes which would find it difficult to access the Council during working hours. We are committed to continuing this approach to our opening hour although looking to ensure that we are targeting this effectively.</p> <p>A report will be going to Executive on 21 January to present what has been learned from the Pilot.</p>												
Housing Need Priorities														
1	<p>For Exeter to be a city where no-one needs to sleep out on the streets for a second night.</p>	<p>As members will be aware, the Council has been working in partnership with St Petrocks and Shilhay to ensure that no new rough sleepers have to spend a second night out on the streets of Exeter. NSNO is the current administrations response to ending rough sleeping on the streets of England. Exeter City Council has now been providing</p>												

		<p>accommodation under NSNO since August 2012.</p> <p>We are currently using a mixture of Bed and Breakfast accommodation as well as a shared house for move on accommodation and a sit up service at Gabriel House for first stage accommodation for clients with complex needs. The hostel in Pinhoe Road will be opening at the start of 2014 with support coming from Shilhay. We will also hopeful that The Haven will be on line from the summer. Pinhoe Road and The Haven coming on line will result in us no longer needing to use B&B under NSNO and we fully expect this to be cost neutral to the Council.</p> <p>Exeter City Council continues to oversee the Devon and Cornwall Rough Sleepers Partnership which oversee NSNO across Devon and Cornwall. We have recently completed a survey for Homeless Link detailing the work that has been carried out across the region. We are now waiting to hear if further money is available to ensure that all areas across the Peninsula can continue to deliver NSNO.</p> <p>Rough Sleeping in Exeter continues to be a challenge and over the last year The Street Homeless Outreach Team have worked with over 150 rough sleepers. In the early hours of 22nd November 2013, an Official Street Count across Exeter. 23 Individuals were found out on the night and this has been returned to the CLG. The Street Count was verified by Homeless Link and we received positive feedback from Homeless Link on the conduct of the count. This is a reduction from 30 which was recorded last year</p>
2	To work in partnership to tackle the underlying causes of homelessness.	<p>2014 will be a very exciting year in terms of Partnership working to tackle the underlying causes of homelessness:</p> <p><u>a)</u> The continuance of the Devon and Cornwall Rough Sleeping Partnership: We will hear soon if further monies are to be made available to support the work that the DCRSP has done across the Peninsula. Exeter City Council was been chosen</p>

	<p>by the CLG and Homeless Link to oversee the Partnership and administer the funds.</p> <ul style="list-style-type: none"> • The DCRSP has introduced a variety of ‘tools’ to ensure continuity of service delivery across Devon and Cornwall. These cover: • The Devon and Cornwall ‘No Second Night Out’ standard, which sets out the vision, defines what we mean by a ‘rough sleeper’ and sets out how the vision will be achieved. • The Devon and Cornwall Rough Sleepers Partnership agreement, which establishes the partnership governance arrangements • The DCRSP NSNO principles, which incorporates details of the single service offer, co-ordination of cold weather provision, reconnection principles and enforcement principles. • Eligibility criteria for Individualised Budgets for rough sleepers <p>b) Community HUBS:- The Community HUBS have been set up to oversee the new DCC Homelessness Prevention Contracts (Formerly Supporting People)</p> <p>Devon’s multi agency partnerships for preventing homelessness are organised into three community hubs – Exeter has been put forward as lead Authority to oversee the Eastern HUB of Exeter, East and Mid Devon.</p> <p>The hubs help join up the wider multi agency managed homelessness resources of a locality – such as buildings and statutory practitioners to the DCC funded elements of support available. The hubs review and advise on the definitions of eligible need and relative priority being applied to the DCC homelessness support contracts.</p> <p>The commissioning organisations represented at the community hubs each maintain and</p>
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		publish their own needs assessments in relation to their organisational core duties and purpose. However, community hubs provide an opportunity for building and maintaining a cross cutting profile of homelessness need by combining some of the relevant elements from each organisational needs assessment.
3	To make sure we allocate our homes to help those in most need, and make best use of our housing stock.	<p>Through Devon Home Choice, 226 ECC homes were let to applicants in Band B in the year from 20/12/2012. This was 83% of the 271 ECC homes let in this period. This ensures that those deemed to be in the most housing need in the city are identified and their needs responded through this system. Approximately 30% of all allocations to ECC properties were to working applicants. A Direct Match system has been developed to match vacant ECC properties with those in specific housing need. This is particularly effective for clients with severe health and wellbeing needs for whom special adaptations are needed. This scheme began in June 2013. 21 applicants have been successful in securing a tenancy through this route.</p> <p>A Scrutiny Community Task & Finish Work Group has been established to look into the working of the Devon Home Choice System.</p>
Run the Council Well		
1	<p>Customer Access</p> <p>We will support our existing systems reviews by working across the council to develop a robust understanding of how our residents are contacting us in person, by telephone, or electronically (email/web/Twitter/Facebook).</p>	<p>The issue of how we make our services more accessible to the public and their changing expectations is at the heart of our work to redefine our interaction with the public. From January 2014, we are beginning work to look at how we deliver services through the various channels of Face To Face, Telephone and On line. While we will maintain Face to Face service for those residents that need it, it is a fact that this is the most expensive method of contact and with the financial challenges facing the Council, we need to ensure that where services can be accessed in other ways, we are identifying those. Residents themselves increasingly expect to access some services from the Council with the convenience and ease that they receive from other public and private sector agencies and therefore we need to respond to this. Part of this work includes looking at how we use our Website. I look forward to updating Members on progress in this area in due course.</p>

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Cllr Robert Hannaford
Jan 2014

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Portfolio Holder Priorities 2013/14 Environment, Health and Wellbeing

Provide great things for me to see, do and visit	
1	<p><i>Upgraded play facilities (31 July) to be provided in St Thomas Pleasure Ground and a new splash play feature installed (end 2013). We will also complete the redesign and refurbishment of Flowerpot Skatepark (September 2013).</i></p> <p>Progress: New Spacenet dry play equipment was installed this summer and the infrastructure for the splash pad was installed in the autumn. The remainder of the surfacing and the jets themselves will be installed for a spring 2014 opening. Soft landscaping within the play area and the park is being completed March 2014.</p> <p>The skate park was completed on time and on budget and successfully opened by Ben Bradshaw at the end of September 2013. It has proved extremely popular with children of all ages. Proposals have been made for lighting to extend the use of the skatepark in the winter.</p>
2	<p><i>We continue to work with Parkwood Leisure to maintain and improve sporting and leisure facilities operated on behalf of the Council. We will monitor implementation of the agreed site by site improvement plans focussing on maintaining and improving the customer experience. Work will start on replacing the surface of the Arena running track so that regional events can be attracted to the city, that experienced and aspiring athletes in the city can train and improve their performance and to provide facilities for supporting those seeking to improve their fitness and well being.</i></p> <p>Progress: Responsibility for this priority has transferred to the Portfolio Holder for Economy and Culture.</p>
Help me run a successful business in Exeter	
1	<p><i>Proactively work with businesses to increase the number engaging with ECC as their Primary Authority. In addition, work with Trading Standards to enhance the Primary Authority offering.</i></p> <p>Progress on Primary Authority – officers have successfully increased the number of businesses that wish the Council to act as their Primary Authority to 3 national and regional companies; they have also linked with Trading Standards to offer a more comprehensive service to businesses. In this relationship, businesses pay for advice on regulation and compliance, and this is a good example of the ‘better regulation’ agenda, helping businesses to improve and sustain standards.</p>
2	<p><i>Proactively work with businesses to reduce negative impacts on the public/public realm through the use of licensing and regulatory tools, and greater engagement with them over:</i></p> <ul style="list-style-type: none"> • <i>Food Hygiene Rating System;</i> • <i>Waste management;</i> • <i>Business litter;</i> • <i>Flyposting;</i> • <i>Customer nuisance (eg smokers congregating outside clubs)</i> <p>Progress on Innovative use of regulation and licensing tools – officers within Environmental Health have been working to use tools to bring about compliance with key areas or regulation.</p> <ul style="list-style-type: none"> • Food Hygiene Rating System – officers have been working with new and

	<p>existing food businesses to bring about and maintain compliance with food hygiene law resulting in 95% of Exeter food businesses achieving positive ratings of 3, 4 and 5. Targeted work continues with the low number of non-compliant premises to bring about improvement through the use of regulatory and educational interventions.</p> <ul style="list-style-type: none"> • Business Waste management and litter – inspecting EHOs now routinely place a greater focus on waste management issues and relevant documentation at businesses to ensure better refuse management is brought about. Where compliance is not achieved, notices and fixed penalties have been used to deal with problem premises. • Flyposting – an issue was identified with licensed premises (clubs & pubs) illegally flyposting to promote events taking place within their premises. A stakeholder meeting was held with all of the key premises and promoters to explain the legalities of such activities and seek agreed solutions to acceptable event promotion methods. Since this meeting there has been a noticeable reduction in flyposting, particularly in the inner city areas such as Musgrave Row and Queen Street. • Customer nuisance – this work is closely linked with the Licensing Task Groups mentioned elsewhere in this response. During 2013 there has been a deliberate cross-regulation approach developed between EHOs and Licensing Officers to widen the licensing presence, and enable an increase in licensing inspections of problem premises in 2014.
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Keep my city safe and looking good
(Keep me/my environment safe and healthy)

<p>1</p>	<p><i>We will continue the 'looking good' systems redesign (now operating in seven Wards), with a view to introducing a new operating model for green space management, grounds maintenance and street cleansing in early 2014 based on more integrated working, greater empowerment of frontline staff to do what needs to be done and basing service delivery around the concept and demands of 'place' rather than traditional functional silos.</i></p>
	<p>Progress: Following on from lessons learnt during the Looking Good Redesign pilot from January to October 2013, proposals for restructuring Public Realm Outdoor staff to provide location-based services were approved by the Transformation Board on 5th November 2013. In future, staff will work flexibly in response to demand and need across traditional job, role and spatial boundaries to produce optimum efficiency by tackling work that needs to be done when it needs to be done. Revised job descriptions are being drafted, to be followed by consultation with staff before implementation in spring 2014.</p>
<p>2</p>	<p><i>We will take action to improve the appearance of the children's burial area in Higher Cemetery, recognising that this is a place that has great sensitivity and strong emotional significance for many people. Initially, we will be focusing our efforts on making sustainable improvements to the drainage in this area which has an enormous impact on appearance during periods of prolonged wet weather.</i></p>
	<p>Progress: Over the summer, work was undertaken improving the drainage and the appearance of the grass areas. Working practices were changed to reduce ground damage and define grave areas. Work continues to improve the area, for example path resurfacing is due for completion in March 2014.</p>
<p>3</p>	<p><i>Building on the 'looking good' redesign pilot, we will explore the potential for place-</i></p>

	<p><i>based service delivery, including partnerships with the County Council to deliver services on their behalf and place-based budgeting.</i></p> <p>Progress: Discussions with DCC staff over the summer has resulted in the potential for maintaining the performance of weed control measures despite a reduced budget by training our own staff to undertake work previously partly contracted out. Systems thinking is only just being rolled out across the city, and it is too early to assess the potential for Place-base budgeting, but the design allows for this as a future measure.</p>
4	<p><i>In partnership with HSE, Public Health, D&SFR, CoC and Trading Standards, launch an 'Estates Excellence' programme in Marsh Barton, focussing on health, safety and welfare of employees.</i></p> <p>Progress on Estates Excellence – this innovative national project was launched in Marsh Barton on 14th January 2014, in partnership with HSE, Public Health, Devon & Somerset Fire & Rescue Service, Chambers of Commerce, Trading Standards, other Devon LAs and several large employers (e.g. Met. Office, Sainsburys, S.W. Water), following 6 months of planning. This 6 week project is the second to take place in Devon, helping businesses to ensure that they have safe workplaces, and involving the larger businesses to utilise their experience and resources to help mentor the 600 small businesses within Marsh Barton. This project forms part of the 'better regulation' agenda and uses a cost-effective partnership approach to improve and sustain work-place standards.</p>
5	<p><i>In light of concerns over 46% of catering premises surveyed for gas safety in 2013/14, implement a project in conjunction with Gas Safe, to encourage and ensure regular maintenance of gas appliances using qualified gas engineers.</i></p> <p>Progress on Gas Safety in catering premises – with this project EHOs have been focussing on the maintenance and service records of gas appliances during food safety inspections. Officers have found deficiencies in 54 premises, which have been subject to interventions, and in 20% of cases Gas Safe have been called in to make appliances safe and follow up action on unqualified/uncertified gas engineers.</p>
6	<p><i>In preparation for a revision of Licensing Policy due 2014, work with Licensing Committee Members on 4 key elements to enhance outcomes:</i></p> <ul style="list-style-type: none"> • <i>Pool of conditions (control of nuisance, CCTV, plastic glasses, etc);</i> • <i>Special licensing tools (e.g. EMRO, CIP, LNL, DPPO);</i> • <i>Voluntary schemes (Best Bar None, Purple Flag, Challenge 21 and 25, training staff, public health agenda)</i> • <i>Late night economy (late night refreshment, flexible opening hours).</i> <p>Progress on Licensing Policy development – 4 working groups of Licensing Committee Members have met on a monthly basis in small task groups from October 2013, examining four different areas of concern:</p> <ul style="list-style-type: none"> • Pool of conditions; • Special licensing tools; • Voluntary schemes; • Late night economy <p>The groups have benefitted from knowledgeable guest speakers and Members undertook an organised visit to key licensed premises late at night on Builders' Friday (20th December). The working groups will be progressing their findings in the early New Year, with a view to discussing these jointly in March 2014 at Licensing Committee.</p>
7	<p><i>Exeter Alcohol Violence & Night Time Economy (EAVNTE) – progress multi-agency actions to reduce alcohol-related violence, disorder and nuisance through the introduction of schemes such as:</i></p> <ul style="list-style-type: none"> • <i>Taxi marshals;</i> • <i>Safe Zones;</i>

	<ul style="list-style-type: none"> • <i>Taxi rank provision & siting;</i> • <i>Under-age sale of alcohol testing.</i>
	<p>Progress on Exeter Alcohol Violence & Night Time Economy (EAVNTE) – a number of key actions have been progressed as part of this multi-agency forum, which help contribute to making Exeter safer and more pleasant at night:</p> <ul style="list-style-type: none"> • Taxi marshals – following the successful pilot in 2013, a contract has now been awarded for the whole of 2014 to provide the scheme for two key ranks from midnight to 4am on a Sunday morning; the scheme has been well-received by all partners including the taxi and licensed premises trades. • Help Zone – a multi-agency Help Zone was successfully piloted at the Mint Methodist Church, Fore Street, on December 20th from 11pm to 4am on the 21st December. Partners included the Ambulance Service, Police, Street Pastors and Mint Ministry – all partners reported benefits to their respective operations, and 16 people in need were assisted. • Taxi rank provision & siting – two new ranks have been identified in association with the trade, and have been incorporated into Devon County Council’s proposed Traffic Regulation Order which is due imminently. • Under-age sale of alcohol testing – officers have been working with Trading Standards Officers who have conducted test purchasing at premises in the City; the results of the test purchasing will inform any reviews of premises licences.
8	<p><i>Introduce and co-ordinate a multi-agency Exeter Safety Advisory Group (ESAG) to ensure that public safety is appropriately safeguarded at large events.</i></p> <p>Progress: Exeter Safety Advisory Group (ESAG) – this multi-agency forum involving the Council, Police, DCC, Fire & Rescue and Ambulance Services, designed to review prospective large events and work with organisers to ensure safe delivery (e.g. South West Run, Unexpected Festival) was successfully set up in 2013, and continues to meet on a regular basis to ensure that organisers have properly planned for public safety at large events.</p>
9	<p><i>Comprehensively review the key factors contributing to Exeter’s recycling rate and seek to re-invigorate recycling by a variety of actions including:</i></p> <ul style="list-style-type: none"> • <i>targeted interventions at those communities where recycling rates are lower than the norm, including working with public sector and private landlords to facilitate appropriate arrangements to encourage greater recycling;</i> • <i>broadening the Green Team partnership along with other educational programmes;</i> • <i>broadening the garden waste customer base.</i> <p>Progress: Drawing upon the results of 4 distinct surveys on waste and recycling carried out in the last 14 months, a clearer picture has been formed of the opportunities for improving recycling rates based upon current collection methods, and the underlying constraining factors. Actions taken to sustain recycling rates include:</p> <p>Progress on targeted interventions: Joint working between Waste Operations, Housing Neighbourhood Management, and the waste collection crew is helping to address poor recycling and problems with waste at blocks of flats. For example, in council flats in Whipton Barton, there has been a particular problem with overflowing rubbish bins and under-used recycling bins. The following actions are being implemented:</p> <ul style="list-style-type: none"> • Individual address labelling of bins encouraging tenants to take responsibility for their own bin • Engagement with tenants through ‘door-knocking’ and leafleting • Installation of mini bottle bank sites in near the blocks to encourage residents to

	<p>recycle more glass</p> <ul style="list-style-type: none"> • Better engagement on reports of 'problem' bins by the collection crew <p>Collaborative work with Exeter University has seen the introduction of minimum standards for waste and recycling provision and information in its landlord accreditation scheme, due to be implemented in 2014. Waste operations officers attended the Landlords' Forum meetings in 2013 to promote good waste and recycling provision in private rented accommodation.</p> <p>Progress on Green Team: 29 schools are now engaged with the Green Team partnership and a further 12 months' sponsorship from Gregory Distribution and continued support from Express and Echo has been confirmed for 2014. Green Team awards will take place Feb 2014, with attendance of over 200 pupils and teachers anticipated. This work helps to encourage the recyclers of the future.</p> <p>Progress on broadening the garden waste customer base: the scheme is now being better promoted by using wider communications (e.g, higher profile in the annual waste collection calendar sent to each household) and offering packages such as cut-price home compost bins to new and renewing garden waste customers.</p>
10	<p><i>Following a successful bid for DEFRA funding, progress development of a low emissions strategy which will contribute to the Air Quality Action Plan for Exeter.</i></p> <p>Progress: Low Emission Strategy development – using funding from the Department of Environment, Food & Rural Affairs (DEFRA) for this purpose, an external specialist consultant has now been commissioned to develop the strategy in 2014.</p>
11	<p><i>Explore the use of licensing tools available to allow the management of concentration of gambling premises in a locality.</i></p> <p>Progress: Concentrations of Gambling Premises – the current Gambling Licensing Policy tools are permissive and do not allow restrictions on concentrations of gambling premises in a street or locality; recent appeals decisions going against councils have served to re-emphasise this point. A potential way forward is that of a cumulative impact policy for such premises where there is an evidence base for any concentration in a locality undermining the licensing objectives of the Gambling Act 2005, however, further work needs to be carried out to in the early part of 2014 to examine the real potential for this as a policy tool.</p>
12	<p><i>Conduct a review of the purposeful system of keeping people and the environment, safe and healthy.</i></p> <p>Progress: a review of the system for dealing with nuisance and anti-social behaviour commences in Jan 2014. The review will focus upon understanding the underlying causes of disharmony between neighbours, properly recognising the significance of disharmony and attributing effective and timely interventions/solutions which align with the relative priority and impact on health and wellbeing.</p>
Run the Council well	
1	<p><i>In recognition of the continuing pressures on local government finance, I will be asking officers to review the opportunities for greater income generation and increased commercial awareness across my portfolio, using the principle – where it is appropriate to do so – that those services that are capable of generating income should at least be covering their costs.</i></p> <p>Progress: Allotments are currently operating under a significant subsidy and the prices</p>

	<p>have been fixed until Sept 2015. We have sought to reduce the costs of providing the service by removing the service support staff. Although this will have an impact upon customer service it was the only option immediately available to reduce the subsidy gap. In the future we will be looking at self-management models but if the allotments remain within the council's management a significant rise in rents will be required to achieve a cost neutral service.</p>
2	<p><i>In partnership with the Portfolio Holder for Sustainable Development & Transport, I will be reviewing the management arrangements for car parking assets that fall within my portfolio to explore whether a single management and enforcement regime can be introduced for all Council car parks to ensure that charging and other policies are consistently and fairly applied.</i></p> <p>Progress: Responsibility for this priority has transferred to the Portfolio Holder for Economy and Culture</p>
3	<p><i>Joint Waste Management Board – proactively engage with exploring the potential for joint working in clusters across Devon in partnership with other councils.</i></p> <p>Progress for Joint Waste Management Board – partnership working with DCC and other Devon local authorities has been progressing over 2013, with both an officer working group and Member project board. In December 2013, external consultants Eunomia presented a preliminary business case to all LA's, and a majority of Members were in favour of exploring joint management arrangements; further work on a viable business case is planned for 2014.</p>
4	<p><i>Materials Reclamation Facility – in light of the development work for a Joint Waste Management Board and opportunities in terms of regional/national provision for recycling, a review of the MRF operation over the medium to longer term will be carried out to identify potential benefits.</i></p> <p>Progress on Materials Reclamation Facility – in the short-term the MRF is an integral part of Exeter's co-mingled recycling collection method. The price per tonne received from the sale of materials to newly contracted re-processors continues to match or exceed the market average. Positive feedback from re-processors shows that our sorting process produces high-quality materials for resale compared to other MRFs.</p> <p>Medium to long term operational viability of the MRF is closely linked with the Joint Waste Management Board work as any clustering arrangement with neighbouring authorities in the medium to long term may alter the way we collect recyclates in Exeter. Irrespective of this, modelling of potential cluster arrangements place Exeter's depot as strategically important, and the MRF site would continue to function as a depot/bulking-up facility for recyclates collected in a wider Exeter area.</p> <p>The amount of material processed for recycling is still declining due to changes in packaging materials and consumer habits. In order to maintain income levels and recycling performance, two additional waste streams are being processed through the MRF since November 2013:</p> <ul style="list-style-type: none"> • Mixed recycling from trade customers – to improve convenience to customers and increase the customer base of the trade waste recycling service; • City centre litter bins - trial loads of litter bin contents have been processed through the MRF and a high proportion of valuable plastic, aluminium and paper recovered, although contamination remains an issue.

Cllr Keith Owen
January 2014

**Portfolio Holder Priorities 2013/14
Environment, Health and Wellbeing
Addendum to main report**

Health and Wellbeing

1 Exeter Health and Wellbeing Board

This board was established in the autumn of 2013, to provide a more Exeter-focused attention than the work being carried out by the Devon Health and Wellbeing Board operated under the auspices of Devon County Council.

Its aims are:

- to ensure the delivery of improved health and wellbeing outcomes for the population of Exeter, with a specific focus on reducing inequalities;
- to concentrate its efforts over the medium-term to significantly improve the health outcomes in one priority area;
- to promote integration and partnership working between the City Council, NHS, social care, public health, Police, voluntary services, and other local services; and
- to improve local democratic accountability for health and wellbeing.

Its membership consists of:

- Exeter City Councillor (Leader) (chair of Board)
- Exeter City Councillor (Lead Councillor for Housing and Customer Access)
- Exeter City Councillor (Lead Councillor for Environment, Health and Wellbeing)
- Exeter City Councillor (Opposition)
- Devon County Councillor (Chair of Health and Wellbeing Scrutiny Committee)
- Devon County Councillor with Exeter locus
- Exeter City Council Officer (Assistant Director Environment)
- Exeter City Council Officer (Assistant Director)
- Exeter City Council Officer (Community Involvement and Inclusion)
- A representative of Healthwatch Devon
- A representative of the Exeter team within the North, East and West (NEW) Devon Clinical Commissioning Group
- A representative of an Exeter based Voluntary and Community Sector infrastructure organisation
- A representative of Devon and Cornwall Constabulary
- The Director of Public Health
- A senior commissioning officer from the Devon County Council Strategic Directorate: People
- A representative of the Exeter Chamber of Commerce and Industry
- A representative of Exeter City Football Club

The Board has agreed the following priority areas for developing co-ordinated actions:

- (1) increased physical activity;
- (2) reduced alcohol misuse;
- (3) reducing falls and cold homes; and
- (4) health of the most disadvantaged.

The primary focus of the Board initially is the first of these and has set itself a target of making Exeter the most physically active city in the south west of England by 2018. A working group has been set up to focus on this and its first meeting will be held shortly.

Cllr Keith Owen
January 2014