

Corporate Plan

Planning for our future

2010/2011 update



Exeter City Council

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Foreword

We are pleased to introduce the council's corporate plan, which sets out our key priorities for the coming year and how we intend to deliver them. It is also an opportunity to highlight some of the improvements made in the last year and the benefits for residents, businesses and visitors.

The focus of the plan is on improving services, prioritising spending and setting out the actions and targets that must be achieved to deliver our strategic objectives.

There are a number of challenges facing Exeter. As a council, we face the financial challenges that all local authorities are experiencing in the current economic climate. We are working hard to find efficiencies while maintaining excellent public services. We are also doing all we can to protect businesses and residents in Exeter from the worst effects of the recession.

Over the coming year the Council will its role, structure and functions and undertake a major programme of change, to ensure that the authority is fit for purpose and performing at optimum levels. We are confident that we can overcome the challenges ahead to ensure that the council is in an even stronger position. We will not lose sight of the importance of the services we already deliver and will endeavour to maintain high standards in all we do.

We welcome all views on the future priorities and performance of the council. If you would like to comment, please contact policy.unit@exeter.gov.uk.



Cllr Adrian Fullam
Leader of the council



Philip Bostock
Chief Executive

Context

Exeter City Council is responsible for delivering a wide range of key services including housing, waste collection, planning and leisure and museums to over 123,500 residents, businesses and communities living, and working, in Exeter.

As a community leader, **our mission is to enhance Exeter as the regional capital and to work with partners to improve the quality of life for all people living in, working in and visiting the city.**

We are committed to providing the highest quality public services and the widest access to those services. Individual services are continuously assessing service levels and making improvements in line with legislative requirements and customer feedback.

All of our work is underpinned by a commitment to the following **values**:

Take pride in our city	We will take pride in our city and the contribution we make to its success
Focus on communities	We will work towards empowering individuals, groups and neighbourhoods to have a bigger say in the services they receive and the places where they live
Be responsive and efficient	We will ensure that any services we provide, or pay for, are of the highest quality that can be achieved within the resources available and are clearly focused on the needs of our customers
Communicate effectively	We will communicate effectively with people outside and within the council
Value our employees	We will be an employer of choice and ensure that all our staff are committed to our goals and are enabled to achieve their full potential

Our strategic objectives and the city's sustainable community strategy

Our strategic objectives were identified in light of the challenges facing Exeter, including those issues local people told us were important and issues of local and national concern. They are also aligned with those themes from the city's sustainable community strategy (Exeter Vision) on which we can have most impact.

The Exeter Vision sets out the long-term sustainable ambition for Exeter and provides a framework to guide the work of all partner agencies and organisations in delivering this. Our partner organisations such as the police, the county council and NHS Devon take a lead role in the areas where they have a greater role to play.

The themes where we can have maximum impact are underlined on the following diagram which sets out the Exeter Vision themes, the council's strategic objectives and corporate priorities for 2010-2011.

Exeter Vision (20 year aspirations)

Our Economy

- 1 A prosperous city
- 2 A learning city
- 3 An accessible city

Our Society

- 4 A city with strong communities
- 5 A city that is healthy and active
- 6 A safe city

Our Environment

- 7 A city that cares for the environment
- 8 A city with homes for everyone
- 9 A city of culture

Strategic Objectives

Work with partners to improve the city and the quality of life for all

- 1 Ensure that there are enough well-designed, well-maintained and affordable homes in the city.
- 2 Enhance and protect the environment, reducing the causes and minimising the impact of climate change.
- 3 Further improve the character of the city and facilities for culture and leisure.
- 4 Maximise the potential of all our citizens by tackling social disadvantage and deprivation.
- 5 Ensure that Exeter is a buoyant, dynamic and innovative regional city with sustainable growth.

Improve the council

- 6 Have strong and clear governance arrangements that enable the communities of Exeter to influence and help shape decisions about their locality and the city.
- 7 Use resources effectively and provide high performing, value for money services that focus on customer needs.
- 8 Promote an extremely positive image and reputation and ensure high levels of customer satisfaction.

Corporate Priorities 2010-2011

- 1 Maintain, as far as possible, currently budgeted and planned service levels and performance across all frontline services
- 2 Maintain minimum acceptable levels of internal support for ongoing frontline services
- 3 Redeploy all residual management and officer capacity in preparation for the transition to a unitary, or transformed district, council in April 2011, in collaboration with external consultancy and other support wherever appropriate
- 4 Actively seek further efficiencies and savings across all aspects of the organisation
- 5 Set in place and activate, where capacity allows, mechanisms for radical review of all the new authority's services and structures

Part 1: Consultation and engagement

The council is committed to consulting and engaging with residents and communities across Exeter. This section of the plan details the council's consultation and engagement work.

Our approach to consultation and engagement

We have a continuous programme of consultation and engagement with our residents and communities which informs our activities. We use a range of methods to ensure that we listen to the views of all our residents. These include:

- Wavelength - our residents' panel which is made up of 1,000 people representing all sections of our community
- Community forums - these have been revamped for 2010/11. There will be four Exeter Vision theme forums where workshop style discussions will take place around topics linked to the Exeter Vision. 'One City Questions' sessions will give people an opportunity to ask questions of those providing services in the city
- Reaching out – tailored consultation to hear the views of people who are traditionally hard to reach
- Surveys – used to obtain detailed feedback about our services
- Focus groups – used to obtain detailed feedback about our services
- Exhibitions and road-shows – used to launch new ideas and initiatives

Duty to Involve

Since 1 April 2009, all council's have had a duty to inform, consult and involve. This means that the council has a statutory duty to consider the appropriate level (inform, consult or involve in another way) at which to work with individuals, groups, businesses or organisations when delivering services and in making key decisions. The Duty to Involve represents an opportunity for the council to reinvigorate local democracy and improve the quality of decision-making and thus the service that local people receive.

Activity in 2009/10

In 2009/10 we undertook a full review of the council's consultation and engagement activities. This has led to the development of an action plan to look at additional ways to:

- provide more support and training to services
- work more collaboratively with the community and voluntary sector
- celebrate learning and best practice
- engage citizens through online media

We also undertook a major consultation around proposals to change the days of refuse collection, bring more people onto a bi-weekly collection and reduce back alley collections. This included running a survey with the Wavelength panel, developing an online survey open to anyone, staging a series of public meetings including a community forum and neighbourhood meetings and running three focus groups with people most affected by proposals. The results influenced the move to a bi-weekly collection for thousands of extra households and the adoption of a four-day collection week. However, the strong objections to changes to back alley collections were noted and these changes were not pursued.

This year the council needed to reduce its budget by over £1million. To ensure that the views of the public were included in the development of the budget we carried out a budget consultation

during the autumn. There was an online budget calculator which allowed people to identify where they would make savings and create a balanced budget. We also ran a Wavelength survey with our citizens panel asking them similar questions. In addition, we held a public consultation event in the city centre which enabled people to take part in the budget "bullseye" and "build the budget" activities.

In the Spring we started recruiting a completely new Wavelength citizens' panel to make sure that the panel reflects the views of all citizens. A demographically and geographically balanced panel of 1,000 will be selected from over 10,000 people who were invited to volunteer for the panel.

Services now build consultation into their service planning process and regularly run ad hoc consultation exercises.

More information about the full range of consultation we undertake and the feedback we receive can be found on our website at www.exeter.gov.uk/consultation.

GovMetric

We were the first of four council's in Devon, and are one of only 67 pioneer council's in the UK who use GovMetric. GovMetric is a customer satisfaction tool that helps us better assess the level of satisfaction with services we provide for visitors, web users and those who telephone us.

We have approximately 2,000 visitors a week to the Customer Service Centre and about 10% of those customers use the simple touch screen GovMetric system/kiosk which is available by the main entrance. On our website, visitors to the site can leave comments on any page and from 1 April 2009 to 31 December 2009 we received 6,000 satisfaction ratings and 2,750 individual comments.

Feedback helps us understand our customers' expectations and needs. As a result of these we have made a number of improvements, including creating an online booking and payment system for food hygiene and health and safety courses and made information on our website easier to access and read.

94% of telephone customers and 72% of visitors to the Customer Service Centre rated the overall service they received as good.

My Neighbourhood Partners and Communities Together (PACT)

My Neighbourhood was an 18 month pilot project, launched in June 2007, which aimed to increase resident participation in four areas across the city: Exwick, St. David's, Newtown/Polsloe and Kings Heath/Clyst Heath. It helped build links, set up community associations, support local projects and made council services more responsive to local needs. The project successfully increased the involvement of local people, enabled residents to communicate more effectively with public sector agencies and increased residents' wider involvement in their neighbourhoods.

We have expanded this work to an additional eight areas in Exeter by joining with the police and forming the My Neighbourhood PACT. This is a 12 month pilot, launched in January 2010, which brings together local councillors, residents, community associations and other public service organisations (Devon County Council, housing associations, Exeter University, health services, voluntary and community sector etc) enabling people to improve local services and their neighbourhoods. Eight council employees have been recruited as area liaison officers to support the work of the local ward councillors and help develop partnerships with residents and other key agencies in each of the areas (Priory - Wonford; Priory - Countess Wear; Newtown; Cowick;

Whipton Barton; Exwick; St. Thomas; Pinhoe).

The focus of the work is on wider community issues and priorities, although where individuals have specific issues regarding council services, they are reported to the Customer Service Centre to ensure that they will be appropriately considered.

More information about the My Neighbourhood PACT work can be found on our website at www.exeter.gov.uk/myneighbourhoodpact

Sustainable Communities Act (SCA) 2007

The SCA allows local people to ask central government to take action to improve the economic, social or environmental well-being of their area. It works on the principle that local people know what needs to be done to promote the sustainability of their area, but that sometimes they need central government to act. This could be a change in legislation, a transfer of responsibilities from one public body to another, a new national policy or an amendment to current national policy.

The council received four proposals and a panel of 12 residents supported proposals for:

- Additional rates for store car parking
- Spaces for bikes on rural buses

They have been forwarded to the Secretary of State and we are awaiting the Government's announcement as to which ones will be taken forward.

For more information on the SCA go to www.exeter.gov.uk/sustainablecommunities

Part 3: Our recent achievements and what we will achieve during 2010/11

This part of the plan takes each of our strategic objectives in turn and looks at what we have achieved during 2009/10 and what we will be doing in 2010/11 to deliver them. We highlight related plans and strategies that contribute towards each objective and identify the key measures of success for each. A full summary of all our performance Indicators can be found in appendix A. A progress report against the Comprehensive Equality Scheme is contained in appendix B.

Working with partners to improve the city and quality of life for all

Strategic Objective 1: Ensure that there are enough well-designed, well-maintained and affordable homes in the city

If where we live is well-planned, well-designed and well-connected to local services, our quality of life is likely to be better. Exeter is a relatively prosperous city, offering a good quality of life and employment, education, and recreation in a scenic location. These factors make it an attractive destination for people moving from other areas within the UK. Unfortunately Exeter's advantages tend to exacerbate housing problems, with increasing demand driving up house prices and private sector rents. As a result the number of people threatened with homelessness and the number registering their need for social housing continues to rise, making housing a priority for Exeter. In 2009/10 we had 1,752 clients approaching us for advice and assistance about their homelessness/housing needs and on the 1st April 2010, we had 5,721 clients on the housing register.

All members of the community should have the opportunity to be provided with a decent home. We want to improve private sector homes that are unfit or in need of renovation, modernise our council-owned homes, adapt homes to meet changing household needs and make all homes as energy efficient as possible.

Our key achievements 2009/10

- We completed 158 affordable homes in 2009/10, 105 of which are affordable rented. In addition we have facilitated 140 homes by working closely with private landlords and local housing associations to make better use of existing housing within the city.
- We won a £1.5 million grant to build 21 new council homes. These are the first new council homes to be built in the city for almost 20 years and will be built to high eco standards for the benefit of our tenants and the environment. The homes will be designed to meet Level 4 of the Code for Sustainable Homes and include energy-saving features such as triple glazing, high levels of insulation and heat recovery ventilation.
- The Private Sector Housing Renewal Policy sets out the council's strategy for dealing with private sector houses and how it will safeguard and improve the private sector housing stock in Exeter. In 2009/10, the council introduced several new financial assistance packages to assist low income households in the repair and improvement of their homes, in partnership with Wessex Reinvestment Trust. The fact that Exeter came 6th overall in England and Wales for the numbers of high-risk Houses in Multiple Occupation licensed, indicates how proactive the council has been in addressing the poor conditions found in such dwellings.
- The Empty Homes Strategy 2009-2014 seeks to make better use of residential and commercial properties, through the EXtraLet and Private Sector Leasing Schemes. We have taken on 21 empty properties this year, which has reduced squatting and criminal activity, saving the council and partners considerable money, while providing much needed additional housing.

- We have helped owner occupiers retain their homes during the recession by providing additional training for our Housing Advice workers and a specialist mortgage and money advice line. As a result there has been no increase in homelessness due to mortgage repossessions.
- Work on our Homelessness Strategy has seen a reduction in rough sleepers from 15 to six. A new 'STAR' (Short Term Accommodation and Resettlement) lettings scheme uses vacant accommodation to house rough sleepers while they wait for a referral to supported accommodation. A total of 23 people have been helped in this way since the scheme started in late 2009.
- We have met our target to reduce the use of temporary accommodation by 50% by 2010. Our target for 2009/10 was no more than 150 households in temporary accommodation in line with the Government's target and we achieved 130 by the end of March 2010. During 2009/10 474 households (36% of approaches) have been prevented from becoming homeless due to interventions by the Housing Advice Team.
- Our Social Lettings Scheme, EXtralet continues to prevent homelessness, by working closely with landlords to improve access to private sector tenancies. At the end of March 2010 there were 75 properties on the scheme. Each property represents a family who have been prevented from becoming homeless.
- We developed an Equality & Diversity Strategy for the Housing Service. The strategy sets out how Housing Services currently tackles issues surrounding equality and diversity, where there are gaps in service provision and what needs to be done to address future needs across the city. Officers undertook a number of consultation meetings with a range of customers to ensure the strategy reflects customer priorities and aspirations.
- The council's Sheltered Warden Service has been working with other service providers in the city, and Devon County Council's supporting team, to create a new service for older people across all tenures. Support will be targeted at those in need and tailored to meet individual requirements.
- Two officers within the planning department have qualified as Building for Life Assessors. Building for Life assesses planning applications and improves the quality of housing design. 54% of pre-application proposals or planning applications assessed have achieved Building for Life Good or Excellent. This is a significant improvement on the previous year.
- We have introduced service charges for all tenants living in our council flats. This will benefit tenants by helping them to identify exactly how much they are paying for individual services in their flats. These charges had previously been part of their overall rent charge.
- We implemented the Enhanced Housing Options Scheme and Devon Home Choice Scheme, which has made it easier for people to access social and private sector homes closer to where there are jobs. The scheme will also link with the Job Centre Plus to help people find employment and start to advertise a range of properties across all tenures.

Our plans for 2010/11

Action	Lead Officer	Expected Outcome
Begin building the homes in the council's own build programme	DCE (Director of Community & Environment)	Increased housing opportunities
Planning, Engineering and Estates teams to assist Housing Services with the implementation of the council's own build programme	DED (Director of Economy & Development)	Increased housing opportunities
Provide at least 100 new units of affordable housing	DCE	Increased housing opportunities

Action	Lead Officer	Expected Outcome
Prepare and implement an Older Person's Housing Strategy	DCE	Older and vulnerable people provided with security and reassurance
Look at ways of improving and investing in private sector housing more effectively	DCE	Properties brought up to an acceptable standard of repair. Improved quality of life
Continue to use all the tools at our disposal to help owner-occupiers retain their homes	DCE	Reduction in homeless cases

Associated plans and strategies that will help achieve the objective

- [Anti-Social Behaviour: Statement of Policy and Procedure](#)
- [Asset Management Plan 2006-2011](#)
- [Empty Homes Strategy 2009-2014](#)
- [Equality and Diversity Strategy for Housing 2009-2012](#)
- [Exeter Home Choice Policy](#)
- [Homelessness Strategy 2008-2013](#)
- [Housing Asset Management Strategy 2009-2015](#)
- [Housing Revenue Account Business Plan 2006-2036](#)
- [Housing \(Landlord Services\) Energy and Sustainability Policy](#)
- [Housing Strategy 2007-2012](#) (includes Private Sector Housing Renewal Policy)
- Neighbourhood Management Policy
- Older Persons Housing Strategy 2010-2015
- [Resident Involvement Strategy 2007-2010](#)
- [Tenant Participation Agreement](#)

Key measures of success

Code	Measure	Actual 09/10	Target 09/10	Target 10/11	Target 11/12	Target 12/13
NI 154	Net additional homes provided	303	447	447	447	447
NI 155	Number of affordable homes delivered (gross)	158	100	100	100	100
NI 156	Number of households living in Temporary Accommodation	130	150	150	125	100
NI 158	% non-decent council homes	7.12%	7%	5%	4%	3%
NI 159	Supply of ready to develop housing sites	120.49%*	100%	100%	100%	100%

* This is a provisional figure.

Strategic objective 2: Enhance and protect the environment, reducing the causes and minimising the impact of climate change

The environment is the most valuable and precious asset that we possess. We depend on it for our quality of life, our food, resources, energy, recreation and for the success of the economy. The new Exeter Vision recognises this and places an emphasis on ensuring Exeter develops in a balanced and sustainable way.

Climate change is one of the most serious threats to the world we know. We have an important role in reducing the extent and impact of climate change. There are a number of key challenges that must be tackled. These include reducing the city's greenhouse gas emissions to meet the Government's climate change targets, traffic congestion and associated air pollution levels, as well as meeting targets for the disposal and recycling of waste.

The council has carefully considered climate change adaptation in a series of its policies and plans.

Our key achievements 2009/10

- Work is continuing to achieve our Carbon Management Plan target of a 20% reduction in carbon emissions by 2012/13. We have reduced our carbon footprint through various energy saving and transport projects, as well as improvements to office recycling facilities.
- 22 schools signed up to the Green Team Scheme encouraging school children to recycle more waste, reduce their energy usage, and create gardening areas in their grounds. For every green achievement the schools gain a financial reward to do further green activities. A total of £1,500 has been awarded to the participating schools since the start of the scheme.
- 11 schools took part in the Smart Monitors for Schools Scheme, a joint project between the council and Transition Exeter. Children borrowed a monitor for two weeks to learn how much electricity individual appliances use and how much energy they could save by switching off lights and appliances. The feedback from teachers and pupils has been very positive, with some households reducing their energy consumption by as much as 40%.
- During 2009/10, gas condensing boilers with a SEDBUK 'A' rating (meaning they are more than 90% efficient) have been installed in 141 homes to replace old, inefficient gas/electric systems.
- Our new Housing (Landlord Services) Energy and Sustainability Policy improves energy efficiency and reduces fuel poverty for tenants. Environmental protection and sustainability are incorporated into planned and major works programmes. This has the effect of improving the SAP rating of our properties thereby helping to reduce tenants' fuel bills.
- Plans are progressing to construct 80 new affordable eco-homes on council land across the city in partnership with a housing association. Like the new council homes these will be designed to meet Level 4 of the Code for Sustainable Homes, including energy saving features such as triple glazing, high levels of insulation and heat recovery ventilation and so will have very low running costs for the future residents.
- Our Green Accord Scheme has won a number of awards. It scooped the Best Environmental Initiative at the Association for Public Service Excellence 2009 Service Awards, was recognised as the Best Local Government Initiative 2009 in the Environmental Excellence awards, won the sustainably category 2010 in the Government business awards and was a double finalist in the Local Government Chronicle awards. In recognising its environmental and social responsibility, the council now expects all its suppliers to be Green Accord accredited. This has been further enhanced by the development of the Buy Local Sell Local initiative. The Green Accord is being marketed externally, with the MET office, Yeovil Chamber of Commerce and Somerset councils likely to sign up shortly.

- 25 businesses took part in the Retailers' Energy Efficiency Scheme to help identify opportunities to reduce energy, waste and carbon dioxide emissions. Following on from this, a Carbon Club for Exeter businesses has been established, which is providing businesses with on-site audits, advice, training and networking opportunities to help them reduce carbon emissions, cut costs and identify green business opportunities.
- We consulted residents on proposed changes to waste collection including moving to a four day collection week for domestic refuse and recycling and introducing alternate weekly collections for 13,000 of the 19,000 properties still on weekly collections; both proposals have now had council approval. However, the four day collection week was subject to negotiation and agreement with the trades union and following a ballot there was clear opposition to the proposal by staff. It is now proposed to carry out the extension in alternate weekly collections over a revised round structure based upon a 5 day week in Autumn 2010.
- We operate an 'Environmental Champions' scheme whereby staff volunteers encourage their colleagues to reduce their carbon footprint and become more sustainability aware. We introduced a recycling scheme for council offices which has resulted in waste levels at the Civic Centre being reduced by 40% and the amount being recycled nearly doubling. As a result of the changes, waste levels are now 75% lower than they were when monitoring began in April 1998. Premises at Belle Isle also saw a significant increase in the recycling rate from 50% to 82%.
- The Wild City Project was a success in increasing the city's biodiversity. An exit strategy has been put in place to ensure the continuation of projects by a number of organisations, including Devon Wildlife Trust and RSPB.
- The Exeter Heritage Orchard is part of an ongoing programme to increase the biodiversity at Eastern Fields and create new habitat for wildlife. The orchard reintroduces traditional apple varieties back into Exeter.
- The climate change car park levy has resulted in many projects to reduce CO2 emissions, including a heat loss survey of Exeter, a new insulation grant scheme, and a survey to assess the potential for renewable energy in Exeter.
- The New Growth Point partners have commissioned and substantially completed three studies on sustainable development and low carbon infrastructure; water cycle; and infrastructure. We have also led on the production of draft masterplans for sustainable urban extensions at Monkerton and Newcourt.
- Our Tree and Woodland Strategy and our tree warden network is making the city a greener place and helping to offset our carbon emissions. The tree wardens are volunteers that raise local interest in trees and care for young trees while they establish.
- Recycling rates have remained at a similar level to 2008/09. This is due to the success of minimising both recycling and landfill waste. So, the overall amount collected has been steadily reducing and as a consequence the tonnage available to send for recycling has also reduced. Initiatives to reduce the contamination in the recycling have been effective. This has helped to boost the recycling rate.
- We have continued to negotiate and apply requirements for energy efficiency and use of renewable energy to new planning consents. District wide schemes have been investigated in major development areas at Monkerton, Newcourt and Matford.
- Together with Devon County Council and East Devon District Council, we have helped fund the production of a Low and Zero Carbon Strategy for the Growth Point. We have provided £100,000 towards the delivery of a combined heat and power plant for the new community. This will be the first volume house building zero carbon development in the country.

- We have commissioned work to understand how new developments in the city can secure energy from renewable sources and have negotiated for low carbon developments including the future proofing of schemes to enable decentralised energy networks.

Our plans for 2010/11

Action	Lead Officer	Expected Outcome
Adopt the Core Strategy for the Local Development Framework	DED	Meet Government housing targets in a sustainable manner, with adequate infrastructure
Continue with the project to remodel waste collection and increase the number of homes on the twin bin system	DCE	More efficient use of resources
Develop plans to improve the biodiversity of at least 4 parks, allotment sites or areas of open space	DCE	Increase the city's biodiversity, helping people to understand their links with wildlife and connecting Exeter with the surrounding countryside
Introduce sustainable initiatives in the city's cemeteries	DCE	Reduction in the amount of waste produced, increased recycling and reduced resource use
Work with the allotment association to introduce more allotments at Trews Weir	DCE	Reduce the impact on the environment, complement the valley park and enhance biodiversity
Continue to implement and report on the Local Authority Carbon Management Programme and the Climate Change Strategy	DCE	Reduce the council's carbon footprint and levels of carbon emissions, raising the profile of climate change in Exeter
Work with partner organisations to adopt a set of actions for the short and medium term to reduce carbon emissions. This will include specific requirements on the development industry to help Exeter make the transformation to a local carbon economy	DED	Reduce the council's carbon footprint and levels of carbon emissions

Associated plans and strategies that will help achieve the objective

- [Affordable Warmth Strategy 2003-2010](#) (Fuel Poverty Strategy for Devon)
- [Air Quality Strategy 2009-2014](#)
- [Allotment Strategy 2007-2011](#)
- [Biodiversity Strategy](#)
- [Carbon Management Strategy 2008-2013](#)
- [Climate Change Strategy 2008-2018](#)
- [Contaminated Land Strategy](#)
- [Environmental Strategy 2007-2012](#) (includes Private Sector Housing Renewal Policy)
- [Green Infrastructure Strategy](#)
- Home Energy Conservation Strategy
- [Housing Strategy 2007-2012](#) (includes Private Sector Housing Renewal Policy)
- [Leisure and Museums Strategy 2007-2012](#)
- [Local Development Framework Core Strategy](#)
- [Parks and Open Spaces Strategy](#)
- [Recycling Plan 2006-2011](#)
- [Sustainable Commissioning and Procurement Strategy 2009-2012](#)
- [Tree and Woodland Strategy 2009-2014](#)

Key measures of success

Code	Measure	Actual 09/10	Target 09/10	Target 10/11	Target 11/12	Target 12/13
NI 188	Planning to adapt to climate change	Level 1	Level 1	Level 1	Level 2	Level 2
NI 191	Residual household waste per household	483.45kg	495kg	492.5kg	490kg	488kg
NI 192	Percentage of household waste sent for reuse, recycling and composting	36.2%	37%	40%	40%	51%
NI 195a	% relevant land & highways with deposits of litter that fall below an acceptable level	1.0%	6.5%	6.0%	6.0%	6.5%
NI 195b	% relevant land & highways with detritus deposits below an acceptable level	7.0%	8.5%	8.0%	8.0%	8.5%
NI 195c	% relevant land & highways with deposits of graffiti below an acceptable level	1.0%	2.1%	2.0%	2.0%	2.1%
NI 195d	% relevant land & highways with deposits of fly-posting below an acceptable level	0%	0.5%	0.4%	0.4%	0.5%
NI 196	Year on year change in number fly-tipping incidents dealt with & enforcement action	Expected Outturn: Grade 2 - Effective	Grade 2 - Effective			

Strategic objective 3: Further improve the character of the city and facilities for culture and leisure

Exeter is a city of great character and rich heritage. It has well-established arts, civic events and community-based activities. It is important to the city's economy and culture that this character and heritage is maintained as the quality, diversity and access to cultural and leisure facilities improve. Equally important is the need to encourage innovation so that high quality contemporary facilities are created that will stand the test of time. This will bring economic and social benefits to the city and encourage cultural creativity. The task facing us is to balance the need for growth with protection of the historic environment.

The relationship between growth and conservation will continue to be one of the most important issues facing Exeter in the future. The quality and character of the built and natural environment is of prime importance, not only to residents but also in attracting new commercial investment to the city and in the development of Exeter as a centre for tourism. If not properly managed, rapid growth could result in damage to those qualities which form the basis of Exeter's attraction.

Our key achievements 2009/10

- We worked in partnership with a range of organisations, including Devon Early Years, Devon Library Services, Exeter Young Carers and Exeter Phoenix, to co-ordinate and run events and activities all over the city, celebrating family life and giving families lots of opportunities to have fun together. In May, as part of National Family Week, Exeter joined with thousands of families nationwide and set a new Guinness World Record for the largest picnic.
- Children enjoyed free activities at a Playday event at St Thomas Pleasure Ground. Over 1,500 people took part and families signed up to make more time for play in their lives. Nearly three times as many people took part in 2009 compared to 2008.
- The team of play rangers has worked successfully with a wide range of community groups and the Exeter Play Association has provided good opportunities to consult and engage. This work will continue as funding has been successfully secured for the continuation of play rangers until April 2011.
- A new major play area was set up at King's Heath after several consultation sessions with local residents and their children. It includes a landscaped area with a suspension bridge, a fallen tree crossing a valley and a traversing wall made of real stone. The play area was funded through agreements between the council and a number of developers at Digby. New play equipment was also installed in Bury Meadow as part of an ongoing investment into play facilities throughout Exeter. Both sites cater for toddlers up to teenagers.
- Outdoor fitness equipment, and an outdoor table tennis table have been installed in Belmont Park. The new facilities are completely free to use, and they are unique within Exeter's parks. It is hoped that the fitness equipment will inspire people who do not currently exercise, but the equipment will also appeal to those people who train already.
- 120 youth sports sessions were offered over the spring and summer with a total of 4,600 attendances. Also, phase two of the Sports Unlimited programme is under way with delivery to schools of the following activities: Golf Xtreme; futsal; dance; running; cage football. These activities are targeted to reach over 500 school children with delivery via the Exeter Schools Sports Partnership.
- An estimated 10,000 spectators turned up to watch the Grand Prix Cycle Race in the city centre, bringing high profile coverage for Exeter and promoting cycling in the city.
- Creative Nature held a work experience week with students from Isca College that produced a body of work for Leaf Land, the new Environmental Play Space in Riverside Valley Park.

- 16,215 people took advantage of the free red coat guided tours, learning about the history and heritage of our city.
- Progress continues on the redevelopment of the Royal Albert Memorial Museum (RAMM) and an opening exhibition of impressionist art is being planned.
- Accessibility to museum collections has been improved with new developments on the web. These include increased access to images and information on the collections and a new section for younger visitors. The museum now has a page on the social networking site, Facebook, making it easier for people to include the museum events and collections in their social life. The closure of RAMM has provided the opportunity to provide activities in settings not usually possible and has widened inclusive access to the Museums Service.
- RAMM has continued to provide access to some of its collections at its temporary base next to Central Library. It hosts a busy schedule with a range of objects on display to give a flavour of a museum in transit and a family space provides a focus for hands-on activities, including the much-loved activity boxes. Visitors travelling further afield can enjoy the touring exhibitions at Bicton, Budleigh Salterton, Powderham Castle, RHS Rosemoor and Bovey Tracey.
- People from diverse backgrounds, who might not otherwise meet, have come together through the 'Moving Here' museum project. The initiative seeks to find common ground across communities who have moved to Exeter. It builds on the expertise developed by RAMM's 'Living Here' initiative.
- Exeter's museums have secured several accolades. RAMM is one of only three galleries featured in the latest Ministry of Education Ofsted report into teaching art, craft and design in schools. RAMM's Art Angle project, which provides themed sessions to schools, is highlighted as best practice. RAMM has also been awarded the Learning Outside the Classroom Quality Badge in recognition of its commitment to quality education and safety. Both St Nicholas Priory and RAMM in the Library have won accreditation from the VisitBritain tourist board's Visitor Attraction Quality Assurance Scheme, which is a consumer focused quality assessment service for all types of visitor attractions. RAMM reached the shortlist of the Guardian's Kids in Museums Award for the second time.
- A partnership including RAMM and the University of Exeter has been chosen to develop the Museums sector's official contribution to the national Cultural Olympiad 2012, Stories of the World. RAMM will be hosting a national exhibition entitled 'Sex and History' following its refurbishment.
- Visitors to Exeter have been helped with improved directional signage. 5 new monoliths, 72 new fingerposts and 32 signs in the car parks and at the bus station help visitors explore the city. A sequence of signs now link arrival points to the main visitor destinations. On the fingerposts each finger was designed to be easily read, and includes the name of the destination, a coloured arrow which indicates the 'quarter' the destination is within, and an approximate walking time. Time was chosen for the signs instead of distance as this was found to be more accessible and easily understood.
- A range of environmental enhancements are being undertaken in the Canal Basin area. A new residential and restaurant building has been constructed on a site adjacent to 60 Haven Road. The Bridger Marine chandlery business has relocated to bespoke facilities on part of the Haven Road car park. The former site is being laid out for boat storage. Work is currently underway on the rest of the car park site to provide new parking, a new seasonal boat storage area, boundary walls constructed from local stone to match existing, new planting and the first phase of a new road connection to Water Lane which is an essential link in the future High Quality Public Transport route.

- 25 year old murals at West Gate (New Bridge Street) and Holloway Street are being restored by their original artist, Andrew Stacey, and a further new mural has been created by artist Andrew Alleyway at Bradninch Place.
- Exeter's Festival portfolio provided a full programme of events, showcasing local talent and bringing national stars to the city. Animated Exeter, Vibraphonic, Summer and Autumn festivals collectively attracted audiences of over 32,000 to 146 ticketed events and more than 36,000 attending 70 free events. The festivals also provided 157 workshop sessions and 14 school or community residencies. The Corn Exchange also offered up a packed programme of entertainment including events for community groups and charities.
- We offered an Autumn Festival Award of free hire of the Exeter Barnfield Theatre to encourage organisations to develop new pieces of work, increase the quality of access to arts activity for people with disabilities and to enhance or develop specific events for the festival.
- The Respect in the Park event celebrated diversity within Exeter and included a world music stage and a community performance stage hosting school groups and community organisations. These performances focused on challenging prejudice. There were wide-ranging activities for children, markets and a world food café.
- We continued to support the core artistic organisations and venues in the city which provide the main opportunities for accomplished national and international professional and local artists to perform or exhibit in the city.

Our plans for 2010/11

Action	Lead Officer	Expected Outcome
Complete enhancement works at Gandy Street and plan for improvements at Central Station, Northernhay Gate and Fore Street/Market Street	DED	Improvements to the city centre which can be enjoyed by residents and visitors
Continue to seek external funding to help deliver the Play Strategy	DCE	More young people able to take advantage of the city's play facilities. Improvement of health of young people, reduction in casual crime
Deliver a youth sports programme in conjunction with the Exeter Schools Sports Partnership and promote physical activity generally in the city	DCE	Access to a healthy and active lifestyle for young people
Continue to target sport and play activities to the areas of the city identified as priorities by Social Health and Inclusion Partnership	DCE	Access to a healthy and active lifestyle for young people. Low skills and health inequality issues addressed
Complete the RAMM project closely monitoring the budget and reporting regularly to members	DCE	Enhanced participation in museum events, for all
Continue to deliver improvements in the Canal Basin area	DED	Improvements to the Canal Basin which can be enjoyed by all
Let a single new contract to manage the city's sports and leisure centres, replacing two separate contracts coming to an end. The new contract is designed to drive up standards of service	DCE	Improved and more consistent city-wide service in partnership with a single contractor
Refurbish the Quay House Visitor Centre to update its interpretation of the rich history of the quay and the canal	DED	Much improved facility promoting the Quay and the Canal attracting more visitors and supporting businesses
In collaboration with the University and the Arts	DED	Sustainable operation of Exeter

Action	Lead Officer	Expected Outcome
Council, develop a business plan to secure a more sustainable model for the operation of Exeter Northcott Theatre		Northcott Theatre

Associated plans and strategies that will help achieve the objective

- [Arts and Media Strategy 2008-2012](#)
- [Community Safety Strategy](#)
- [Exeter Canal Basin Delivery Strategy](#)
- [Leisure and Museums Strategy 2007-2012](#)
- [Play Strategy 2007-2010](#)
- [Public Art Strategy](#)
- Visitor Strategy 2007-2010

Key measures of success

Code	Measure	Actual 09/10	Target 09/10	Target 10/11	Target 11/12	Target 12/13
NI 8	Adult participation in sport	28.3%	N/a	26.95%	Future targets will be set 5% above the national NI8 average	
NI 119	Self-reported measure of people's overall health and wellbeing	(08/09) 81.3%	N/a	84%	N/a	84%

Strategic objective 4: Maximise the potential of all our citizens by tackling social disadvantage and deprivation

Although Exeter is a prosperous city, some areas experience a combination of linked problems such as poor education experience, low incomes, ill health, high crime rates and sub-standard housing. Exeter has two wards within the 10% most deprived in the country. It also has the highest deficit between wages and average house prices in England.

We want to work with our partners to tackle these issues and ensure that everyone in Exeter aspires to the highest levels of achievement in all fields of activity.

Our key achievements 2009/10

- The Family Intervention Project has continued to provide intensive support to some of the city's most challenging families in partnership with a number of agencies. Using a combination of sanction and support the key worker helps the family to manage their problems and to make a positive contribution to their community.
- Through the Trinity Project, 24 clients have been referred to Homemaker South West, which provides benefits advice and help with budgeting. This work has resulted in each client increasing their income by an average £1,400. We have also successfully assisted one household through the national Mortgage Rescue Scheme – the first in Devon – and this home has been purchased by a local association with them becoming the tenant.
- 'Warmzones' have been established throughout Devon to encourage householders to install insulation into their homes. A partnership with other Devon councils has negotiated heavily discounted prices for loft and cavity wall insulation with a partnering energy supplier, E-on, who subsidise the cost with their Carbon Emissions Reduction Target funding. In the case of householders over the age of 60, or where the annual household income is less than £18,000 the Cosy Devon grant prices are further reduced by the council's Warm-up Exeter grants. Over 600 energy efficiency measures were installed during 2009/10, an increase from 537 insulation measures installed during 2008/09.
- A scheme to teach English to migrant workers at the council's Materials Reclamation Facility has resulted in the authority being given an award. Productive Skills For Devon (PSFD) in conjunction with English@Work in Devon, as part of the Learning Skills Council, has recognised our efforts with an 'Employer Award'. The success continues and some full time staff with English as a second language are now undertaking higher level English courses at Exeter College, fully funded by the council. At present, 11 of the 26 full time staff have English as a second language.
- Exeter's popular Red Coat Guides operated a series of ten free guided tours signed for the deaf and hard of hearing.
- Elections were held for the Tenant and Leaseholder Committee (TALC) and induction training was delivered. TALC now have a £5,000 budget for training, which will enhance community engagement and help build skills and knowledge amongst the group.
- Anti-social behaviour (ASB) is being tackled with regular multi-agency meetings to look at individuals or cases of anti-social behaviour and decide on actions to tackle the problems. Police records of reports of ASB show a reduction of 11.4% in the year to December.
- Violent crime reports are running at the same level as last year, after an increased number of reports at the beginning of the year. Robust policing, targeting problem premises and areas, and working with partners, including CCTV, Licensing and doorstaff, have reversed that early trend.

- A new service has been introduced in Exeter to provide support to people during the late evening. The Street Pastors are organised through churches in Exeter, and these volunteers patrol the city centre on Saturday nights, offering support and taking care of vulnerable people. The early indications are that this helps to reduce the number of incidents on the streets on Saturday nights.
- We have worked with the Chamber of Commerce and the Federation of Small Businesses, to respond to the impact of the recession on businesses and individuals in Exeter. A number of initiatives, funded from the Local Authorities Business Growth Incentives Grant have been progressed including a debt advice service provided by the Citizens Advice Bureau at the Civic Centre, a service at the Courts to help people facing home re-possession, support for the Exeter Business Centre, additional city marketing and funding to enhance skills. The outcome of collective action by stakeholders in the city has been only a modest increase in unemployment and a comparatively low level of retail vacancies.
- We have entered into an agreement with Wessex Home Improvement Loans to replace grants, which have historically been available to home owners, with low interest loans. This will enable home owners to carry out essential home improvements and to bring them up to the decent homes standard at a cost which is affordable to the home owners.
- We assisted some 245 people from the most deprived neighbourhoods, through the Positive Steps Fund, with support towards gaining training and employment. Of these 97 have progressed into employment, undertaken training or voluntary work to improve their confidence and skills.

Our plans for 2010/11

Action	Lead Officer	Expected Outcome
Subject to the local government review process, consider undertaking a peer review of the council's performance against the Equality Framework for Local Government and prepare an action plan for the Senior Management Team to address the areas of improvement identified	DCS (Director of Corporate Services)	Higher satisfaction levels across all of Exeter's communities. Equality in service delivery
Strengthen the Tenant and Leaseholder Committee and enhance its influence and improve engagement with users of our homelessness services	DCE	Enhanced community engagement. Service better targeted to peoples' needs
Develop mechanisms to give users of our valley parks a voice and seek to extend access to under-represented groups	DCE	Enhanced community engagement. Valley parks accessed and enjoyed by all
Work with Groundwork to provide placements for young and long-term unemployed people in parks and cemeteries	DCE	Reduction in unemployment
Further develop the Positive Steps project by working with the most effective delivery groups to help 300 people experiencing particularly difficult circumstances into training or employment	DED	Reduction in long term unemployment

Associated plans and strategies that will help achieve the objective

- [Affordable Warmth Strategy 2003-2010](#) (Fuel Poverty Strategy for Devon)
- [BSL Charter for Devon](#)
- Communications Strategy
- [Comprehensive Equality Scheme 2007-2010](#)
- [Economic Development Strategy 2008-2013](#)
- [Equality and Diversity Strategy for Housing 2009-2012](#)
- [Housing Strategy 2007-2012](#) (includes Private Sector Housing Renewal Policy)
- [Play Strategy 2007-2010](#)

Key measures of success

Code	Measure	Actual 09/10	Target 09/10	Target 10/11	Target 11/12	Target 12/13
NI 1	% people who believe people from different backgrounds get on well together in their local area	(08/09) 79.1%	N/a	81%	N/a	81%
NI 17	% people stating that antisocial behaviour is a problem	(08/09) 16.6%	N/a	17%	N/a	17%
NI 35	Building resilience to violent extremism	(08/09) 2.7%	N/a	3%	N/a	3%
NI 138	% people aged 65 or over who are satisfied with both their home & area they live in	(08/09) 86.5%	N/a	89%	N/a	89%
NI 187	% households on income related benefits living in homes with a low energy efficiency rating	7.4%	7.4%	7.0%	6.5%	6.0%
NI 187ii	Tacking fuel poverty - % of income based benefits recipients in high efficiency home	23.1%	16.7%	25.0%	27.0%	28.0%

Strategic objective 5: Ensure that Exeter is a buoyant, dynamic and innovative regional city with sustainable growth

Exeter is strategically located at the centre of a large and diverse region. We have excellent transport and communication links to all parts of the country. Promotion of the city as a dynamic regional city is at the forefront of our agenda and the Exeter brand has been of vital importance to our success to date. We must continue to work with our partners to ensure that Exeter's reputation as a dynamic, knowledge-based economy and a serious business location is maintained.

We will work with partners to facilitate the continued and sustainable growth of Exeter's economy, taking into account the interests of Exeter residents, adjacent authorities and the business community. We want to be economically inclusive and maximise the potential of all our residents so that they are able to benefit from the prosperity of the city and the wider area.

Everyone has a role to play in developing the positive conditions needed for sustainable growth. Business confidence and investment is required to secure and create new job opportunities. People with the required skills, motivation and aspirations are needed to fill the jobs available. Public and voluntary agencies play a crucial role in contributing to business support.

Our key achievements 2009/10

- Princesshay won the Royal Institute of Chartered Surveyors South West Award for Regeneration, highlighting the boost that Princesshay has brought to Exeter.
- A new website, www.exterbuysellprosper.co.uk, has been launched to encourage support of local small business. The website is aimed at local public sector and large employers, particularly for those contracts that do not need to go out to formal tendering.
- The Science Park Company is being set up to deliver a new science park east of the city. Outline planning consent has been secured and a detailed planning application is being prepared. Work on access to the site is expected to start next year.
- Local businesses have been encouraged to participate in local democracy through the development of a Small Business Accord. It was drawn up by The Federation of Small Business and the council. It outlines sixteen key principles for councils to adopt, including nominating representatives to ensure that the views of the local business community are considered at every stage of any consultation process and making consultation documents easier to digest and respond to.
- We have continued to promote the city centre and have worked closely with landlords to secure the re-letting of vacant retail units and to improve their appearance. We have also helped small businesses to cope during the recession by providing Information and advice on our website and at the Customer Service Centre.
- We have supported small business start ups through the Exeter Business Centre. 58 units of affordable commercial accommodation are provided on the busy Marsh Barton Trading Estate. The licence agreement features easy-in easy-out terms. The cost is fully inclusive of rates, communal heating, lighting and building maintenance.
- Unfortunately plans for a new Park and Ride site at Ide were unsuccessful. However, we have been working closely with Devon County Council on major schemes for high quality public transport. Consultation has been planned in this area.
- In the last year we have had two apprentices working for the council. The Young Apprentice Scheme is run in partnership with the Education and Skills Training Organisation and St James School in Exeter. The scheme allows young people to study for a vocational qualification by splitting their time between the school classroom, college and the workplace.

- The Exeter & Essential Devon Tourism Partnership has seen a considerable increase in the number of enquiries through its website and national marketing campaigns. The website received a record number of hits during 2009, with an increase of 179%. The 2010 Exeter and Essential Devon Visitor Guide was printed in November 2009 and already 65,000 copies have already been distributed nationally.
- All five of the bus station baseline studies have been completed and work on the Master Plan is about to start.
- Work is continuing to find a viable scheme for the Debenhams site in a very difficult economic climate.
- Working in partnership with East Devon District Council, Devon County Council, and the Regional Development Agency, the principal New Growth Point projects are now well placed to be delivered.
- A total of 49 new businesses were helped to start, creating 54 jobs and another 25 existing small businesses were helped to survive and grow as a result of business advice funded by the council.
- More than 1,000 enquiries about accommodation or sites for businesses were handled providing a much needed service to assist with cutting costs, expansion, new investment or new business start up.

Our plans for 2010/11

Action	Lead Officer	Expected Outcome
Continue to work with Land Securities to find a viable scheme for the old Debenhams site	DED	Further city centre regeneration
Ensure that a detailed planning application is submitted for phase one of the Science Park and a realistic business plan is adopted with the aim to start on site by February 2011	DED	New science-based businesses will maintain economic growth and improve the quality of local employment
Prepare detailed proposals for the refurbishment of the common area of the King William Street car park, the bridge link and the access along Sidwell Street to London Inn Square	DED	Further city centre regeneration to improve the natural environment
Work with Devon County Council on the City Centre Transportation Study, the "Exe-press" public transport project, the Devon Metro Rail Project and the delivery of the expansion to the Park and Ride service through the provision of new sites	DED	Greater take up of public transport and less congestion in the city centre. A greener environment
Assist the New Growth Point team in delivery, finalising Master Plans and agreeing delivery plans for the three Growth Areas within the city	DED	Increased inward investment to the city
Work with Land Securities to prepare a Master Plan for the bus station and continue to court John Lewis	DED	Further city centre regeneration
Launch a 12 month pilot project to boost the start-up rate and survival of social enterprises in Exeter, aiming to secure a minimum of 10 new start up organisations and increasing the turnover of 10 existing enterprises	DED	Identifiable increase in the number of social enterprises providing employment and services
Work with the Employment and Skills Board to	DED	Training provision identified to help

Action	Lead Officer	Expected Outcome
identify skills issues relating to job opportunities arising for local people from the New Growth Point projects		people into employment or to change to more highly paid employment

Associated plans and strategies that will help achieve the objective

- [City Centre Strategy 2007-2012](#)
- Communications Strategy
- [Economic Development Strategy 2008-2013](#)
- [Green Infrastructure Strategy](#)
- [Local Development Framework Core Strategy](#)
- [Sustainable Community Strategy](#) (The Exeter Vision)
- Visitor Strategy 2007-2010

Key measures of success

Code	Measure	Actual 09/10	Target 09/10	Target 10/11	Target 11/12	Target 12/13
NI 157a	% major planning applications processed within 13 weeks	71.43%	60%	60%	60%	60%
NI 157b	% minor planning applications processed within 8 weeks	85.89%	65%	65%	65%	65%
NI 157c	% other planning applications processed within 8 weeks	87.66%	80%	80%	80%	80%

Working with partners to improve the council

Strategic Objective 6: Have strong and clear governance arrangements that enable the communities of Exeter to influence and help shape decisions about their locality and the city

People want choice over high quality services and influence over those who provide them. Strong, clear and effective leadership is critical in achieving this. We want to enable our councillors to be champions for their local community, having more powers to resolve local issues. We want to encourage our residents to have a bigger say in the services they receive and the decisions we make. This includes those people that are traditionally hard to reach, such as disabled people, young people and those people suffering multiple disadvantage.

Our key achievements 2009/10

- A new scheme, 'My Neighbourhood PACT' involves the council and the police working together to tackle issues affecting communities. This project encourages and supports local people to become actively involved in their community. The initial pilot project was shortlisted in the partnership category of the Chartered Institute of Public Relations National Public Service Awards.
- We submitted two proposals to the Government under the Sustainable Communities Act. The proposals are for additional rates for store car parking spaces to both support local shops and producers and to discourage car use; and for spaces for bikes on rural buses. We are awaiting the Government's announcement as to which ones will be taken forward.
- We have successfully completed the first stage of the South West Charter for Elected Member Development. Personal development discussions have begun with individual councillors to assist them in identifying their own development needs to enable them to fulfil their roles as councillors effectively. The council has also formally signed up to the IDeA Supporting Councillors Declaration, confirming its commitment to follow best practice in the support offered to councillors.
- Two new formats for community forums have been tested to encourage greater community involvement. Following consultation, we held a pilot City Questions forum in December 2009 inviting students from local secondary schools, as well as the public, to submit questions. Over 80 people attended the event. From April, we will move to a new format, branded as Exeter Vision Forum, which will be based on themes within the Exeter Vision. It will be delivered by Vision partners with support from council officers. The emphasis of the events will be on positive discussion between agencies, the public and community/voluntary sector organisations.
- Through the 'Living Here' project communities have been strengthened on the west of the Exe. Local people have put up a storytelling house, commissioned new plays, held exhibitions, published new learning resources and publications, made films and radio shows, started a research group, set up local history groups, trained community editors and created a community website. It has been shortlisted for a Homes and Communities Agency award.
- Local associations have become much more involved in play area design and implementation over the last two years, seeking to influence design, content, location and timetable. The design for Kings Heath Play Area was developed via an on site public exhibition and subsequent contact with local residents at a number of official meetings of the residents association. The play area at Wyvern Park which opened in April 2010 has been designed through close contact and numerous meetings with the Wyvern Park Residents Association over the past two years.

- We have reviewed our consultation and engagement practices across the council and have developed an action plan to look at additional ways to provide more support and training to services, work more collaboratively with the community and voluntary sector, celebrate learning and best practice, and engage citizens through online media.
- We worked in partnership with Exeter Council for Voluntary Services to launch a new initiative to make it easier for residents to get involved as active citizens. 'How Your City Works' aims to de-mystify various aspects of city life where decisions over public spending and services are made, and how to influence the decisions. To ensure that the course is easily understandable and makes sense to those it is intended for, a citizen reference group is being set up.
- We have continued to work with partners to drive forward delivery of the sustainable community strategy priorities. Five Exeter Vision Partnership thematic delivery groups have been established, and links with existing partnerships such as the Children's Trust have been strengthened. An action plan and monitoring framework has been developed which sets out proposed actions against the lead organisation/delivery group, measures of success and baseline, risks, action taken and delivery progress.
- St David's Neighbourhood Partnership was successful in its bid to save the community centre in Exeter. We continue to support the partnership through on going neighbourhood engagement work in Exeter.

Our plans for 2010/11

Action	Lead Officer	Expected Outcome
Recruit a new Citizens' Panel	ACX (Assistant Chief Executive)	Enhanced community feedback. Ensure services are better targeted to peoples' needs
Conduct the Government's Place Survey	ACX	Enhanced community feedback. Ensure services are better targeted to peoples' needs
To adopt a scheme for the submission of petitions, including electronic petitions, to the Council	ACX	Members of the public will be clear how they can influence decision-making through the submission of petitions
To provide a programme of learning and development events for Councillors in relation to the responsibilities and expectations of a new unitary, or transformed district authority	ACX	Councillors will be equipped with the skills and knowledge to make decisions and effectively represent their ward constituents in a unitary, or transformed district authority
Deliver a community engagement pilot (My Neighbourhood PACT) to eight target disadvantaged communities in Exeter in partnership with city and county councillors, Devon and Cornwall Neighbourhood Policing Teams and the community and voluntary sector	ACX	Residents to have the opportunity to raise issues of concerns for their communities. Information to be used to help deliver better services focused on communities needs

Associated plans and strategies that will help achieve the objective

- [Access to Information Policy](#)
- [BSL Charter for Devon](#)
- Communications Strategy
- [Councillor Learning and Development Strategy](#)

Key measures of success

Code	Measure	Actual 09/10	Target 09/10	Target 10/11	Target 11/12	Target 12/13
NI 4	% people who feel they can influence decisions in their locality	(08/09) 27.6%	N/a	28%	N/a	28%

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Strategic Objective 7: Use resources effectively and provide high performing, value for money services that focus on customer needs

Our aim is to understand the needs of our customers and provide them with high quality and efficient services that address these needs. We are committed to ensuring that no recipient of our services receives less favourable treatment. We have a continuous programme of consultation and engagement which informs our services. The way we deal with customers is the most important element of our work, and the promotion of a customer-focused culture and improved access has always been a priority.

We are committed to continuously improving the efficiency and effectiveness of our services and this is managed through our service development plans. These plans use performance, cost and consultation information to focus on outcomes for customers. This means we are performing well-above minimum requirements, in achieving value for money. We recognise that to maintain high performing services, we need to build upon the good work already taking place. This is supported by a robust performance management framework (see Part 5: Reviewing our performance and managing risk).

Our key achievements 2009/10

- Our Cleansing Service is providing an easy way for residents to find information that is directly relevant to them. By entering their street name or postcode on our website, residents can find out about bin collections, street cleansing and nearest recycling facilities. They can also set up email alerts about service provision following any bank holiday disruptions.
- Developments to the operation of civil parking enforcement include a redesign of beats to improve effectiveness and coverage, higher levels of Sunday enforcement in residents' parking zones and the launch of motorcycle patrols to deliver more rapid reactive enforcement. This motorcycle team has responded to well over 300 specific requests for action.
- The time to process new housing and council tax benefit claims has improved significantly from 26 days in 2008/09 to 20 days in 2009/10. Similarly, changes of circumstances are being processed in 7 days, compared with 12 days last year. The customer satisfaction survey also shows positive results. Satisfaction with the facilities to get in touch with the Benefits Office is up from 82% to 88%, satisfaction with the experience of visiting the Benefit Office is up from 77% to 86% and satisfaction with the telephone service is up from 71% to 80%.
- The council's enhanced switchboard facility deals with some 16,000 calls per month on housing benefit and general enquiries. This has improved the way in which we deal with telephone enquiries from the public. We are looking to expand one-stop service to include council tax and housing services.
- There have been several improvements in automated customer service. The payment kiosk in the Customer Service Centre now takes cards as well as cash. Our website contains more self service options on the front page and new online payment systems have been set up.
- We have used benchmarking and cost information to review the Parks and Open Space Service. The data is now being analysed to secure efficiencies within the service.
- Our Sustainable Procurement and Commissioning Strategy has been successfully implemented. We have undertaken work with the procurement group to deliver increased efficiency and sustainability in our procurement. A web-based best practice guide and toolkits have helped improve procurement processes.

- In March, the Customer Service Centre was successfully accredited with Customer Service Excellence, as a mark of its dedication to providing an excellent facility to our customers.
- We implemented the regional Devon Home Choice Scheme in order to provide more housing opportunities and improve quality of life for residents. The scheme will offer a range of affordable housing choices and enable residents to move anywhere in Devon.
- Overall, the council was assessed as performing well in the organisational assessment element of Comprehensive Area Assessment. The auditors recognised the council is improving the right things for people in Exeter, which included working with the police to reduce crime, increase recycling levels, and develop the city so it becomes a better place to live and work in.
- To improve our service delivery and increase income for the council, we have produced a five year business plan for Bereavement Services. This has resulted in several successes for the council, including over 700 hours of voluntary labour from Community Service Volunteers and Totnes Language School. We also raised awareness of Bereavement Services at our cemeteries open day with over 40 exhibitors and 1,000 visitors attending.
- Our Community Patrol Service has been able to witness noise complaints beyond midnight on Thursday, Friday and Saturdays, improving our response to late night noise and leading to more efficient and decisive enforcement action. During 2009/10 16 noise abatement notices were served, there were two prosecutions and three seizures of noise equipment.
- We have achieved compliance with Gov Connects Code of Connection (CoCo) and have connected to the Government's secure network which enables secure data to be shared between government departments and various public bodies. The Protective Marking & Handling Policy has been implemented across a number of services. Staff have received awareness training and are protectively marking information.

Our plans for 2010/11

Action	Lead Officer	Expected Outcome
Ensure the council's workforce planning meets the strategic needs of the council	DCS	Staff development will lead to more efficient working
Explore opportunities for expanding automated customer service access channels and encouraging customer usage	DCS	Reduction in customer waiting times. Increased customer satisfaction
Explore opportunities for delivering more customer services through the Customer Service Centre to achieve efficiencies and improved customer access	DCS	Enhanced level of service provided, leading to back office efficiencies. Increased customer satisfaction
Continue to seek efficiencies within all service areas, reviewing ways of working and reducing costs wherever practicable	Strategic Management Team	Efficiencies delivered
Seek to improve the handling of major planning applications to more than meet the statutory target	DED	Reduction in processing times leading to increased customer satisfaction
Set in place and activate, where capacity allows, mechanisms for radical review of all the new authority's services and structures	CX (Chief Executive)	More efficient and joined up services
Begin setting up the new Harbour Authority or reactivate municipal port activity as cost-neutral and effective dependant on inspector's report.	DCE	Estuary users have more control over management of harbour. Enhanced service and improved customer satisfaction

Action	Lead Officer	Expected Outcome
Continue to market the Green Accord to achieve the targets set in the business plan	DCE	All work carried out by the approved construction contractors will meet the sustainability criteria
Review the out of hours noise service	DCE	Enhanced service and improved customer satisfaction
Revise the Asset Management Plan as part of the transition to a unitary, or transformed district, council	DED	Ensure a smooth transition to a unitary, or transformed district, council

Associated plans and strategies that will help achieve the objective

- [Access to Information Policy](#)
- Annual Efficiency Statement
- Annual Investment Strategy
- [Asset Management Plan 2006-2011](#)
- Capital Strategy
- Communications Strategy
- [Complaints Procedure](#)
- [Customer Service Strategy](#)
- Human Resource Strategy
- [ICT Strategy 2009-2012](#)
- Medium Term Financial Plan
- Service Development Plans
- [Sustainable Commissioning and Procurement Strategy 2009-2012](#)

Key measures of success

Code	Measure	Actual 09/10	Target 09/10	Target 10/11	Target 11/12	Target 12/13
NI 179	Value for money - total amount of ongoing cash-releasing gains since the start of 2008-09 (£ million)	To be reported in July 2010	£1.513	£1.513	£1.513	£1.513
NI 181	Time taken to process new claims & change of circumstance for housing & council tax benefit	6.62 days*	11.39 days	11 days	10.5 days	10 days

* Distorted by large number of rent decreases for our council tenants.

Strategic Objective 8: Promote an extremely positive image and reputation and ensure high levels of customer satisfaction

Residents' perceptions of us are ever more important as the way we deliver our services is increasingly informed by public satisfaction. Good communication is essential to addressing this issue. As a council we already have a good track record of telling our residents what we do and how we provide them with value for money. We have an award-winning newspaper the 'Exeter Citizen', which is delivered to all households and businesses in the city. We ensure that our branding is consistently linked to our services and we maintain a good relationship with the local press. However, we recognise that if we want to continue to improve customer satisfaction, the way we manage our image and reputation at a local, regional and sub-regional level will play a key role.

The results from the Place Survey conducted in autumn 2008 are positive, with the council being in the top 25% nationally for satisfaction and value for money. Services the council provides also scored highly.

In 2009/10 we conducted major consultations around refuse collection and the budget and undertook a review of our consultation and engagement activities. As a result we are introducing new style community forums from April with four Exeter Vision theme forums and a City Questions forum and will have an all new Wavelength citizens' panel. We are also working with the police in eight neighbourhoods through our My Neighbourhood PACT process to engage and involve communities in their areas. We will also be organising more training for our staff to ensure they understand how best to deliver the Duty to Involve.

Our key achievements 2009/10

- We took part in National Customer Service Week to show our commitment to high levels of customer service and to reward frontline staff for the important work they do throughout the year. During the week we invited staff from all departments to take part in the week's activities or work with the Customer Service Centre Team in order to raise awareness of customer services and the vital role it plays within the council.
- A national survey showed that 84% of residents consider the city to be a great place to live. Exeter fairs well, with all services above average and most in the top 25%. Satisfaction with the council stood at 53.5% and value for money at 48%. Both scores place the council in the top 50 best performing councils.
- The "GovMetric" tool that enables customers to feedback on the services they receive continues to be popular. We made headline news in the April 2009 GovMetric customer newsletter for consistently achieving the highest level of customer feedback on the face to face channel.
- Our website was named as one of the 11 best in the country in the Society of IT Managers (SOCITM) annual Better Connected survey, which puts it in the top 3%. It is now more accessible. We have improved navigation, up-to-date travel news and a complete A-Z of services is available from the top of every page. You can now report, request and pay for services online. The 'Living in Exeter' enables you to enter your postcode to find out information that relates to where you live, including bin collection days and planning applications.
- We have reviewed the impact of our regulatory functions on businesses and as a result have targeted inspections on non-compliant businesses. We have focused on advice and information for others.
- A programme of targeted advice helped higher risk black and ethnic minority food businesses comply with regulations. Dedicated officer time giving pre-inspection help meant

that 57 businesses benefited and a significant proportion were compliant on subsequent inspection.

- Exeter's cemeteries have been ranked fourth in a national survey run by the Institute of Cemetery and Crematorium Management. We also ranked the best in the south west for the fifth year in a row. We have introduced a number of innovative services such as natural burial, gardens of remembrance for cremated remains and online grave records.
- Improved services have been made available to those residents who have suffered from anti-social behaviour. Our Anti-Social Behaviour Policy has been reviewed and this remains a priority for housing services. Resident and stakeholder consultation was undertaken to ensure we took on board the views of those most affected by these policies.
- In order to reduce the incidence of discarded needles in public conveniences, work has been undertaken with Anti-Social Behaviour Action Team and police. There are Exeter Drugs Project posters displayed in city centre toilets in order to alert drug users to the outreach project workers and encourage responsible disposal of needles.
- The underground passages continued to prove popular with 5% more visitors than last year. The passages were recognised with VisitBritain's Quality Assured Visitor Attraction status, which is a consumer focused quality assessment service for all types of visitor attractions. St Nicholas Priory and RAMM in the Library were also accredited with the award.

Our plans for 2010/11

Action	Lead Officer	Expected Outcome
Build on the considerable achievements in the Housing/Council Tax Benefit service to maintain and enhance further where possible the high quality of this service	DCS	Enhanced service and improved customer satisfaction
Implement changes to the Community Patrol Service following the review	DCE	Enhanced service and improved customer satisfaction

Associated plans and strategies that will help achieve the objective

- [A Community Strategy for Devon](#)
- Communications Strategy
- [Customer Service Strategy](#)
- Human Resource Strategy
- [Local Area Agreement 2008-2011](#)
- [Sustainable Community Strategy](#) (The Exeter Vision)
- [The Business Case for a Unitary Exeter](#)

Key measures of success

Code	Measure	Actual 09/10	Target 09/10	Target 10/11	Target 11/12	Target 12/13
NI 5	% people who are satisfied overall with the area as a place to live	(08/09) 83.7%	N/a	86%	N/a	86%
NI 21	% people who think anti-social behaviour and crime are tackled effectively	(08/09) 26.6%	N/a	27%	N/a	27%
NI 27	% people who feel police & council seek people's views on crime & anti-social behaviour	(08/09) 20%	N/a	21%	N/a	21%
NI 160	% council tenants satisfied with overall landlord services	84%	85%	85%	85%	86%
NI 182	% business customers who are satisfied with local authority regulation services	92.80%	90%	92%	94%	95%

Part 4: Finances

This section of the plan explains the challenges we faced in setting our 2010/11 budget. It also includes a summary of the Statement of Accounts.

Each year the council is required to produce a Statement of Accounts showing its financial position and income and expenditure for the year. These summary accounts are prepared to provide a simplified version of the accounts.

The council has a very strong track record in producing the Statement of Accounts with a clean bill of health being issued by the Audit Commission each year. The audit of the 2009/10 accounts is currently underway and is being undertaken by our external auditors Grant Thornton UK LLP.

Budget 2010/11

In setting its budget for 2010/11 the council was faced with a number of challenges:

- **Economic Downturn**

Like many other organisations the council has continued to feel the full impact of the current economic downturn. A number of its income streams have suffered as a result, in particular car parking and planning to name but a few. This further reduction of income was forecast to be about £250,000. The lowering of the bank base rate to 0.5% by the Bank of England has also had a negative impact upon the level of interest we get from the money that we have on deposit.

- **Concessionary Fares**

After many months of strong lobbying, the Government issued a consultation paper which set out their proposals for the funding of concessionary travel in 2010/11. The proposals were endorsed by Parliament and whilst this has given the council an additional £1.65 million of special grant the predicted funding shortfall for concessionary travel will still be nearly £600,000 in 2010/11. Indeed, since the national concessionary travel scheme was introduced from April 2008, the council will have had to fund the scheme to the tune of £3.7 million from its own resources. This has had a resultant detrimental impact upon the level of balances and reserves.

- **Iceland**

The situation regarding the council's deposits in Icelandic banks remains uncertain. Ultimately, any final decisions are likely to be made in the courts and it will be many months before the final outcome is known. The council was recently unsuccessful in its bid to capitalise the potential losses and it is now working with the Local Government Association and other unsuccessful councils to try and change this decision. This may mean that the council will have to account for this loss during 2010/11 in which case it will have to consider further savings and efficiency measures to restore our reserves to an acceptable level in the medium term.

- **Grant Settlement**

The revenue grant settlement was again very disappointing for the city council but was in line with expectations. 2010/11 is the final year of the current 3 year grant settlement period and in overall cash terms the council's revenue grant has only been increased by £91,000 (0.8%).

- **Savings/Efficiencies**

The impact of all these factors has meant that the council has had to find in excess of £1 million of savings in order to have a balanced budget for 2010/11 and these are included within the budget measures that we have proposed. This, in itself, is a very significant achievement on top of the savings of £2.5 million that had to be identified during 2009/10. The council has had to make some very difficult decisions particularly in trying to protect frontline services as much as possible. The

council has tried to minimise any potential job losses and the cost of redundancy as much as possible but it is inevitable that some of the council's staff will be affected.

The scale of these savings needs to be seen in the context of a net revenue budget of £16.821 million and a gross budget of about £52 million excluding housing benefit payments.

- **Low Council Tax**

The council currently has the 5th lowest level of district council tax in the country.

The Year Ahead

Despite the challenges that the council is faced with during 2010/11 we will still be seeking positive outcomes for both the citizens of Exeter and businesses working in the city.

- **Housing**

£5.2 million will be allocated towards council housing to help towards meeting the decent homes standard set by the Government, £2.3 million towards new houses built and owned by the council, £2.3 million provided to housing associations to build more affordable homes in the city and £630,000 made available to help those on low incomes improve the homes they own.

- **Museum**

£3.3 million is to be spent during the year towards the major redevelopment of the Royal Albert Memorial Museum.

- **Economic Development**

£750,000 of funding will go towards the creation of a science park.

A possible £600,000 from property transactions has been identified to deliver the regeneration of the Quayside.

- **Parks and Leisure Facilities**

£500,000 has been allocated to improve parks, open spaces, playing fields and leisure facilities.

- **Helping the environment**

£336,000 will be spent to increase recycling and energy efficiency and £269,000 will go towards the continued enhancement of the city centre pedestrian environment.

In summary

The council will still be investing a significant amount of money during 2010/11 into capital schemes with a total capital programme of almost £19 million.

Looking beyond 2010/11 the council is faced with further financial challenges. Just to maintain its balances at a prudent level the council will have to deliver further ongoing efficiency savings of more than £1.7 million over the medium term and possible additional one-off savings next year for the Icelandic investment losses. Although the council already has an excellent track record in delivering efficiency savings it is inevitable that there will have to be an impact on front line service delivery in order to find the necessary savings.

Summary of Accounts

This section will be completed as soon as the 2009/10 accounts have been finalised.

Contracts awarded

We did not award any contracts during 2009/10, which involved the Code of Practice on Workforce Matters in Local Authority Service Contracts.

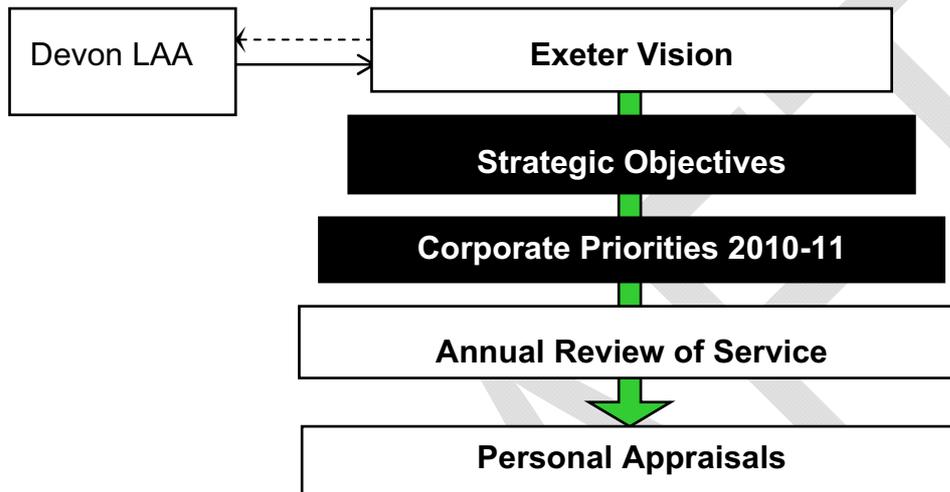
Please note that these are unaudited figures and will not be signed off by the Auditor until 30 September 2010. The audited version will be published on the council's website.

Part 5: Reviewing our performance and managing risk

This section of the plan details our performance framework and the golden thread that links the work of individual members of staff with the themes of the Exeter Vision. It also sets out the importance of data quality in performance management and how we manage our risks.

Performance Framework

We have a comprehensive performance management framework that supports the effective monitoring and management of performance. The main elements are summarised below:



The Exeter Vision is the city's sustainable community strategy for the next 20 years. It has recently been updated in consultation with key partners in the city. It sets out the strategic vision and ambition for Exeter.

The council's **strategic objectives** support the themes of the Exeter Vision and the council's **values**. They set out the priorities for the council. They are reviewed every three years.

The council's **corporate priorities** are set annually and support the strategic objectives. They set out the priorities for the council in the forthcoming year.

Each service undertakes an **annual review of service**, which identifies its key priorities for the forthcoming year. They focus on outcomes and ensure that work is targeted and meaningful. Service plans are created as part of the review and these identify ways of increasing service contribution to corporate priorities such as value for money and excellent customer service.

Each member of staff has an **annual personal appraisal** where they review performance against targets and set objectives for the forthcoming year. These objectives feed into their service plan and are also grouped under the council's strategic objectives.

The Local Area Agreement (LAA) sits at a county council level. **The Devon LAA** is the mechanism for delivering the outcomes of the county's sustainable community strategy. Exeter City Council and the Local Strategic Partnership have identified those priorities in the Devon LAA that are particularly relevant to Exeter. The Local Strategic Partnership is responsible for monitoring achievement against the LAA targets.

Performance Reporting

The council uses a combination of statutory, local and management indicators to monitor performance. Following the introduction of a new national indicator set and the deletion of the previous best value performance indicators, a review of all our performance indicators was undertaken. As the council is keen to ensure enough performance information is collected in order to manage services effectively, certain best value performance indicators have been retained.

Communicating and assessing performance across the council is done in a variety of ways. Directors regularly review performance indicator results and progress against planned actions. These are also reviewed every six months by Scrutiny Committees. We have a performance management system to help focus on managing performance as well as reporting on it. Performance information is available to all officers and councillors on a quarterly basis.

Also, the website and the Exeter Citizen are used to communicate performance to the public. A summary of our key achievements and overall performance is included in the joint performance and council tax summary which is distributed to all households in Exeter.

Data quality

The availability of quality, timely, accurate and comprehensive performance information is critical for the council's decision-making process. Performance indicators are used to inform decisions on the allocation of resources and the setting of priorities and targets. They are also used to compare the council's performance with other councils and to enable external bodies and the public to scrutinise the effectiveness of the various services that are provided.

The council has set the following data quality objectives:

- 100% accuracy 100% of the time
- None of the council's performance indicators will be qualified by external auditors
- Each performance indicator will have a named officer who is responsible for collecting and reporting the information
- Performance data will be collected and reported in an agreed format
- A quality assurance procedure will be followed to ensure accuracy of data

Comprehensive Area Assessment (CAA)

CAA is a national inspection framework that was introduced in April 2009. It assesses how well local services are working together to improve the quality of life for local people. It makes information about local services available in a clear way, which helps people make informed choices and influence decisions.

The key elements of CAA are:

- An **area assessment** that takes the LAA as its starting point and looks at how well local public services are delivering better results for local people in local priorities, such as health, economic prospects and community safety, and how likely they are to improve in the future; and
- An **organisational assessment**, which will combine the use of resources themes and a managing performance theme into a combined assessment of the council's organizational effectiveness.

Annual Audit and Inspection Letter 2008/09

The Annual Audit and Inspection Letter 2008/09 highlighted the following key features of the council's performance. The council:

- has made proper arrangements to secure economy, efficiency and effectiveness in its use of resources
- is performing adequately in the 'managing finances' and 'managing resources' themes of the use of resources and performing well in the 'governing the business' theme
- managed a challenging financial position during 2008/09 and was issued with an unqualified audit opinion on the accounts
- has some innovative approaches in the delivery of quality services for example the development of the sustainable procurement and commissioning strategy and the work on the Green Accord Scheme
- provides good quality services at low cost when compared to others and demonstrates a good understanding of its costs
- recognises the importance that relevant and reliable data has in underpinning decision-making and performance management
- has sound arrangements in place to manage its workforce, with good examples of initiatives in place to develop its workforce, manage its staff effectively and establish robust working practices

The letter also contained the following recommendations. The council should:

- develop its understanding of costs, compared to other organisations, and demonstrate robust challenge and actions to address high cost areas, and improved value for money throughout the organisation
- ensure that service plans are implemented consistently across the council's service areas to enable the council to plan and manage its financial and operational performance in a more integrated way
- ensure that operational risk registers are prepared and formalised for all service areas to ensure that the risks to delivering operational objectives and achievement of service plans are identified

A full copy of the council's Annual Audit and Inspection Letter is available at:

www.exeter.gov.uk/districtaudit

Managing risk

We are committed to the effective management of risk at every level so that we can:

- preserve and protect the council's staff, assets and reputation
- promote corporate governance by ensuring that risk and business continuity management and internal control systems are effective and robust
- enhance and protect the local environment
- improve business performance
- promote a risk aware culture in order to avoid unnecessary liabilities and costs, but to encourage the taking of calculated risks in pursuit of opportunities that benefit the council.

Our risk management policy states the council's objectives, approach, procedures and responsibilities. To support the policy, risk management procedures are in place that explain how the council's risk management process operates. The corporate risk management group is charged with ensuring that the corporate risk register is regularly reviewed and kept up-to-date. The corporate risk register, which is published on the council's website, identifies the High and Medium

risks and shows the mitigation measures actioned and planned for in order to manage the risks faced in delivering our priorities. The risk register can be found at www.exeter.gov.uk/riskmanagement

We recognise that risk management must be an integral part of our performance management framework and embedded throughout the council. To achieve this, risk and business continuity management is being rolled out across the council's services on a risk priority basis.

The council's risk management process is audited on a regular basis by its Internal Auditors using the 'Enhanced Systems Based Auditing' (ESBA) approach they devised that is aligned with COSO's Enterprise Risk Management approach.

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Part 6: Glossary

Community Forums are public meetings arranged by the council in partnership with Devon County Council, health, fire, police, Stagecoach and Exeter Council for Voluntary Service.

Comprehensive Area Assessment (CAA) is the government's new regime for dealing with monitoring, support, assessment and intervention of local Government.

The National **Concessionary Fare Scheme** allows free off-peak travel (from 9.30 weekdays) on all local bus services anywhere in England for the 'Over 60s' and people with eligible disabilities.

Customer Service Excellence is the Government's customer service standard. It was developed to offer public services a practical tool for driving customer-focused change within their organisation.

Exeter Vision Partnership is the Local Strategic Partnership (LSP) for Exeter.

GovMetric is a service that enables council's to understand both the quantity and quality of customer service delivery across all of their access channels.

The new **Growth Point Initiative** is designed to provide support to local communities who wish to pursue large scale and sustainable growth, including new housing, through a partnership with government. Council's were invited to submit strategic growth proposals which were sustainable, acceptable environmentally and realistic in terms of infrastructure to be assessed by government and its agencies.

A **Local Area Agreement (LAA)** is a three year agreement that is based on an area's local Sustainable Community Strategy. An LAA sets out the priorities for a local area - agreed between central government and a local area - and sets out the allocation of pooled funding.

Local Strategic Partnership (LSP) is a single non-statutory, multi-agency body, which matches local authority boundaries, and aims to bring together at a local level the different parts of the public, private, community and voluntary sectors. LSPs are key to tackling deep seated, multi-faceted problems, requiring a range of responses from difference bodies. Local partners working through a LSP will be expected to take many of the major decisions about priorities for their local area.

Performance Indicators provide a rounded view of local authority performance delivery. They enable us any others to monitor progress over a period of time and to compare our performance with others.

Sustainable Communities Act (SCA) aims to promote the sustainability of local communities. It provides a channel for local people to come forward with ideas and proposals to promote the sustainability of their local area.

A **Sustainable Community Strategy** seeks to improve the economic, social and environmental well-being of the area in a way which contributes to sustainable development.

Wavelength is the council's citizens' panel of 1,000 residents which informs policy and service developments.

Appendix A: Performance Indicator Results 2009/10

How to interpret the performance report

Performance is shown as a comparison to the annual target. A tolerance is set for each indicator, allowing performance to be shown as on target within a certain percentage. The following symbols are used.

-  The Green Star shows that performance is better than target
-  The Blue Circle shows that performance is on target, within the tolerance
-  The Red Triangle warns that performance is below target and outside the tolerance

-  The green tick indicates that the annual figure for 2009/10 is better than the annual figure for 2008/09
-  The black arrow indicates that there is no change between the annual figures for 2008/09 and 2009/10
-  The red cross indicates that the annual figure for 2009/10 is worse than the annual figure for 2008/09

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
LPI HO5 % of responsive repairs completed within target timescales	Housing	96.80	98.02	98.00			98.00	98.00	98.00	

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 LPI HO12 Total number of homes delivered via enabling	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.
NI154 Net additional homes provided	Planning & Building Control	74.00	140.00	150.00	●	✓	150.00	150.00	150.00	
NI159 Supply of ready to develop housing sites	Planning & Building Control	414.00	303.00	447.00	●	✗	447.00	447.00	447.00	Completions were below the level required by the structure and local plan due to housing market conditions.
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	This figure does not include the MRF stockpile that is added in by waste dataflow and is used for the auditable figures published nationally.
NI191 Residual household waste per household (kg)	Environmental Health	494.70	483.45	495.00	●	✓	492.50	490.00	488.00	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.
NI192 Percentage of household waste sent for reuse, recycling and composting	Environmental Health	36.20	36.2	37.00	★	✓	40.00	40.00	51.00	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.
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.
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	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

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
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	During the period 2009-10, 951 surveys were undertaken across 10 land use types. 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.
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	During the period 2009-10, 951 surveys were undertaken across 10 land use types. 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 output in future years, and the use of enforcement powers will be examined to assist in keeping this problem down.
NI196 Year on year change in number of fly-tipping incidents dealt with & enforcement action taken	Environmental Health	N/A	Expected Outcome: Grade 2 - Effective	Grade 2 - Effective	★	↑	N/A	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 HQ16 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	●	↑	26.95	TBC	TBC	Future targets will be set 5% above the national N18 average.
BV170a Visits to / usage of museums per 1000 population	Leisure & Museums	1251.46	2298.05	2450.00	▲	↓	1600.00	2000.00	2100.00	A substantial museum programme has been organised while the RAMM building is closed, but most contact has occurred off museum premises.
BV170b No. visits to museums in person per 1000 population	Leisure & Museums	176.11	151.55	700.00	★	↑	33.00	1300.00	2000.00	
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 AC6 Number of safer parking awards achieved	Parking, Engineering & Business Support	20.00	23.00	22.00	★	↑	22.00	22.00	23.00	
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
NI035 Building resilience to violent extremism (scale 1-5)	Policy Unit	2.70	2.75	N/a	N/a	N/a	N/a	N/a	N/a	
NI187 % of households on income related benefits living in homes with a low energy efficiency rating	Environmental Health	8.90	7.40	7.40	7.40	✓	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	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	↑	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	✗	12.50	10.00	10.00	
LPI HO13 Total number of homelessness preventions	Housing	534.00	474.00	600.00	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 homeless acceptances is down and the number of households in temporary accommodation has exceeded Government targets.
BV011a Percentage of top 5% earners who are women	Human Resources	16.98	22.64	29.00	29.00	↑	29.00	29.00	29.00	Some progress towards achieving the target was made during the first half of 09/10. However further progress towards target was not achieved due to low levels of recruitment activity.
BV011b Percentage of top 5% Earners from black or minority ethnic background	Human Resources	3.77	3.77	4.00	4.00	↑	4.00	4.00	4.00	Recruitment remains bias free with employment based on competence. Low levels of activity in recruitment has hindered further progress.
BV011c Percentage of top 5% Earners with a disability	Human Resources	1.89	3.77	2.00	2.00	✓	2.00	2.00	2.00	
SO5 Ensure that Exeter is a buoyant, dynamic and innovative regional city with sustainable growth										
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
BV016a % Employees with a disability	Human Resources	2.85	3.02	5.00	5.00	✓	5.00	5.00	5.00	This is a slight improvement on last year. A survey of staff is now completed and records will be updated which will give a more accurate figure of employees declaring they have a disability.
BV017a % Employees from ethnic minorities	Human Resources	1.42	1.42	2.00	2.00	↑	2.00	2.00	2.00	Low levels of recruitment have impeded progress against this indicator.
LPI AC1 % take-up of concessionary fares passes by eligible residents aged 60 and over	Parking, Engineering & Business Support	84.50	87.50	88.50	88.50	✓	90.00	90.00	90.00	The figure is calculated as a percentage of Exeter's 2006 population figure.
BV156 % LA public buildings accessible to disabled people	Planning & Building Control	77.00	78.50	60.00	60.00	✓	75.00	80.00	85.00	
NI170 % of previously developed land that has been vacant or derelict for more than 5 years	Planning & Building Control	1.09	1.08	0.00	0.00	✓	N/a	N/a	N/a	Three sites are identified, one recently gained planning permission for housing redevelopment, the council is in discussion with the owners of the other two. This indicator has been deleted from the National Indicator. Set from 2010/11.
NI157a % of major planning applications processed within 13 weeks	Planning & Building Control	52.38	71.43	60.00	60.00	✓	60.00	60.00	60.00	

SO5 Ensure that Exeter is a buoyant, dynamic and innovative regional city with sustainable growth											
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	
N1157b % of minor planning applications processed within 8 weeks	Planning & Building Control	86.96	85.89	65.00	65.00	✗	65.00	65.00	65.00		
N1157c % of other planning applications processed within 8 weeks	Planning & Building Control	88.89	87.66	80.00	80.00	✗	80.00	80.00	80.00		
SO6 Have strong and clear governance arrangements that enable the communities of Exeter to influence and help shape decisions about their locality and 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	
LPI CC1 % Dwellings which have returned voting registration form (excluding voids)	Corporate Customer Services	97.37	95.00	95.00	95.00	✗	95.00	95.00	95.00		
SO7 Use resources effectively & provide high performing, value for money services that focus 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	
NI014 % of customer contacts that are avoidable	Corporate Customer Services	7.80	4.00	N/a	N/a	✓	N/a	N/a	N/a	This indicator has been deleted from the National Indicator Set from 2010/11.	
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	✓	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.	
NI179 Value for money - total amount of ongoing cash-releasing gains since the start of 2008-09	Treasury	1.00	TBC	1513.00	1513.00	✓	1513.00	1513.00	1513.00	The 2009/10 end of year figure will not be available until July 2010.	
NI180 Number of changes of circumstances affecting Benefit entitlement processed within the year	Treasury	12851.00	12554.00	11900.00	12000.00	✗	12000.00	12000.00	12000.00		
NI181 Time taken to process new claims & change of circumstance for housing & council tax benefit	Treasury	11.00	6.62	11.39	11.00	✓	11.00	10.50	10.00	The 2009/10 annual figure is distorted by a large number of rent decreases for our council tenants.	
BV008 % Invoices paid within 30 days	Treasury	86.97	95.89	97.00	96.50	✓	96.50	97.00	97.50	Overall performance is 1.1% below target. However this is a significant improvement in comparison with the previous year.	
BV009 % Council Tax collected	Treasury	97.38	97.63	97.00	97.00	✓	97.50	97.70	98.00		
BV010 % National Non Domestic Rates collected	Treasury	98.06	98.05	98.00	98.50	✗	98.50	99.00	99.00		
BV076d No. of housing benefit prosecutions & sanctions, per yr. per 1000	Treasury	5.73	6.25	6.00	6.00	✓	6.00	6.00	6.00		
BV079a % Housing Benefit Recovered: Overpayment	Treasury	84.85	83.46	83.50	85.00	✗	85.00	85.00	85.00		
LPI TR1 % Return on financial investments against benchmark	Treasury	191.18	274.42	100.00	100.00	✓	100.00	100.00	100.00		
BV212.05 Average time to re-let local authority housing (in days)	Housing	23.92	25.85	23.00	24.00	✗	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	98.00		
LPI HO7 Arrears as a % of debt	Housing	1.28	1.25	1.30	1.30	✓	1.30	1.30	1.20		

SO7 Use resources effectively & provide high performing, value for money services that focus 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
LPI HO8 Service charge arrears as a % of the total service charge income	Housing	11.26	12.72	12.00	12.00	X	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	5.00	✓	5.00	5.00	5.00	Performance indicator was not reported in 2008/09. 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 HO15 Number of outstanding gas services at period end	Housing	4.00	0.00	8.00	8.00	X	0.20	0.20	0.20	
BV015 % Employees retiring on grounds of ill health	Human Resources	0.00	0.13	0.20	0.20	✓	100.00	100.00	100.00	
LPI HR1 % New staff receiving corporate induction	Human Resources	92.25	98.44	100.00	100.00	✓	100.00	100.00	100.00	
LPI HR2 % Employees receiving annual appraisal	Human Resources	97.00	98.00	100.00	100.00	✓	100.00	100.00	100.00	
LPI HR3 Average no. days training & development per employee	Human Resources	3.37	3.67	6.14	6.14	X	N/a	N/a	N/a	Training is needs and budget led which is why the target has not been met. This indicator will no longer be measured in 10/11.
LPI HR4 No. IT training hours per employee	Human Resources	2.31	1.39	5.25	5.25	X	N/a	N/a	N/a	IT training is demand led which is reflected in the figures. This indicator will no longer be measured in 10/11.
LPI BC2 % of annual fee income received against the cost of the building control service (building)	Planning & Building Control	86.00	84.30	100.00	100.00	↑	100.00	100.00	100.00	Under recovery is due to the recession and increased price competition from approved inspectors.
LPI BC3 % of building regulation applications rec'd which are determined in the prescribed period	Planning & Building Control	100.00	100.00	99.00	99.00	↑	99.00	99.00	99.00	
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	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.
LPI ES1 % of local searches carried out in 7 working days	Estates	99.77	100.00	95.00	95.00	✓	97.00	98.00	99.00	All searches were carried out within 7 days.
LPI IA3 Compliance with the CIPFA Code of Practice for Internal Audit in local government.	Internal Audit	97.30	97.50	98.00	98.00	✓	98.50	99.00	100.00	
LPI IT2 % Helpdesk calls responded to within agreed timescale	IT	98.59	95.87	100.00	100.00	X	100.00	100.00	100.00	Installation of new support works increased calls logged.
LPI IT3 Percentage availability of ICT service	IT	99.92	99.99	100.00	100.00	✓	99.90	99.90	99.90	
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
N1160 % of council tenants satisfied with overall landlord services	Housing	84.00	84.00	85.00	85.00	↑	85.00	85.00	86.00	
N1182 % of business customers who are satisfied with local authority regulation services	Environmental Health	95.04	92.80	90.00	90.00	X	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	X	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	100.00	

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
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 ET1 % of overall impression of the TIC was excellent/good	Economy & Tourism	81.50	86.00	95.00	●	✓	95.00	95.00	95.00	
LPI ET3 % overall impression of Underground Passages was excellent/good	Economy & Tourism	98.00	97.00	95.00	★	✗	95.00	95.00	95.00	
LPI ET4 % stated overall the Quay House Visitor Centre was excellent/good	Economy & Tourism	92.00	96.00	95.00	●	✓	95.00	95.00	95.00	Visitors to the Quay House Visitors Centre are always enthusiastic about the service they receive and the Centre itself.
LPI ET5 No. of visitors to Exeter's Underground Passages	Economy & Tourism	18737.00	18505.00	19600.00	▲	✗	20600.00	21600.00	21600.00	Similar visitor number to previous year. Slight reduction due to a reduction in group bookings (coaches no longer able to drop-off in Bus & Coach Station).
LPI ET6 No. of visitors to Exeter Visitor Information & Tickets	Economy & Tourism	100582.00	70707.00	105600.00	●	✗	100000.00	105000.00	110000.00	Reduction in visitors during the summer period has effected annual visitor figures. The economic situation, and to some extent the weather, has affected the amount of visitors to the city and therefore the centre this summer.
LPI ET7 % stated overall the Red Coat Guides were excellent/good	Economy & Tourism	96.00	90.00	95.00	●	✗	95.00	95.00	95.00	Two main concerns were that tours were too long in time and that they started too early in the morning. These issues will be addressed when planning the programme for 2010/11.
LPI BC1 % of customers satisfied with the overall service provided	Planning & Building Control	100.00	100.00	95.00	★	↑	95.00	95.00	95.00	
LPI CC2 % Customers who were seen within 10 minutes	Corporate Customer Services	53.53	54.84	85.00	▲	✓	85.00	85.00	85.00	We have seen increasing numbers of customers particularly Housing Benefit enquiries which can be lengthy and complex, so although we have a very minor improvement on last year's results we still are some way from our target. This is likely to continue during the economic downturn.
LPI CC3 % External phone calls answered in 6 rings	Corporate Customer Services	79.10	90.60	90.00	★	✓	90.00	90.00	90.00	
LPI CC6 % Customers who received prompt service and did not have to wait long	Corporate Customer Services	68.00	83.00	80.00	★	✓	80.00	80.00	80.00	
LPI CC7 % Customers who thought that the advisor/information was helpful	Corporate Customer Services	91.00	91.35	90.00	★	✓	90.00	90.00	90.00	
LPI CC8 % Customers whose query was resolved	Corporate Customer Services	91.00	84.53	80.00	●	✗	80.00	80.00	80.00	
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

DRAFT Comprehensive Equality Scheme 2010 - 2013

1. Policy statement

- 1.1 The City Council is committed, as an employer, as a deliverer of services, and as a procurer of services and goods, to ensuring that nobody it deals with receives less favourable treatment on any grounds such as disability, ethnic origin, age, gender, sexual orientation, language, religion or belief, political or other opinion, national or social origin, association with a national minority, locality, property, birth or other status.
- 1.2 The glossary at the end of this document explains some of the terms used in the document which should help you to understand their meaning. They are highlighted in green with the ⓘ sign.

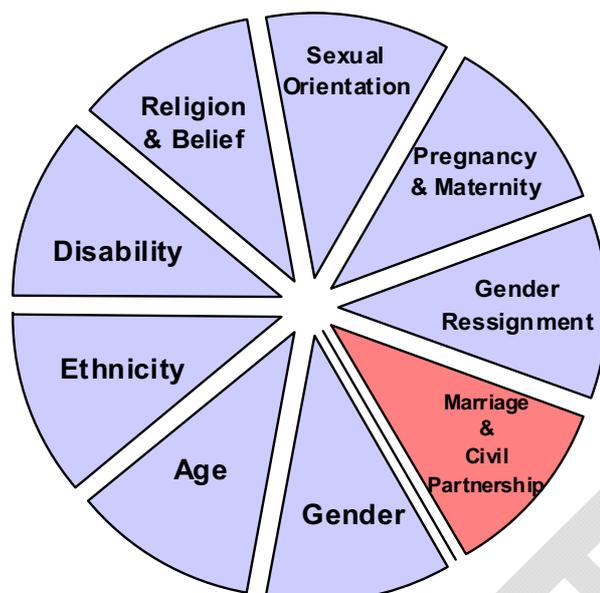
2. What is equality?

- 2.1 We use the term equality to mean that everyone has equal access to our services, or that as an employee or a councillor or someone wanting to sell us goods or services, you have equality of opportunity. This does not mean that everyone should be treated the same. We recognise that people have different needs (**diversity** ⓘ) and may need different kinds of help to achieve equality.
- 2.2 Until recently, legislation relating to **equalities** ⓘ was broken up into many complicated acts and amendments. It also covered six protected characteristics: gender, age, disability, ethnicity, religion & belief and sexual orientation.
- 2.3 In 2009, the Government decided that equality legislation needed to be brought together under one act so that it would be more effective and easier to understand. The Equality Act, which was passed on 8 April 2010, seeks to tackle these issues by placing two new duties on public bodies:

Socio-economic duty – Public authorities will have to think about the needs of people from poorer backgrounds when they develop strategies.

Equality duty – There is already a public duty to promote equality for people of different races, men and women and disabled people, but this has now been extended to cover age; people with different religions or beliefs; lesbian, gay and bisexual people; transgender people; pregnant women and new mothers.

- 2.4 The chart below shows all nine protected characteristics. Marriage and Civil Partnership is highlighted because it is the only one not covered by the duty to promote equality.



2.5 These protected characteristics are covered by legislation because for a number of reasons, people in those groups have historically suffered more **direct and indirect discrimination** and **social exclusion**. Some people will fit into more than one of these strands and then may **suffer multiple-discrimination**.

3. What is the Council's role?

3.1 In addition to ensuring that our services are equally accessible, the Council works to address equalities on two fronts:

Externally

Promoting equality of opportunity and **community cohesion** through cultural events, **supplier diversity** and partnership working

Internally

Challenging discrimination through internal equality and diversity policies, policy assessment, performance and review procedures, supported by staff training

3.2 Both require different approaches but are inextricably linked. For example, if staff feel valued by their employer they might feel more motivated to deliver a high quality service; if the public receive equality of service they may see the Council as a potentially good place to work. It is a virtuous circle.

3.3 To help us achieve our equality aims the Council works with other local authorities and voluntary sector groups to share knowledge, learn from each other, share resources and avoid duplication of work.

3.4 Sometimes we contract with voluntary sector groups to do work on our behalf if we feel that they have more expert knowledge about a subject or better links to the people we want to talk to.

- 3.5 Every service in the Council has a role to play in achieving equality for all in Exeter and all staff are committed to treating customers and each other with respect and dignity in line with the Council's Code of Conduct and the Equality & Diversity Policy.
- 3.6 More information about our services is included in our Corporate Plan.

4. What we have achieved in the last 3 years

- 4.1 In 2007 we wrote a three year plan under five outcomes that we felt demonstrated that equality for all had been achieved. These were based on our legal duties and the **Equality Standard for Local Government**^①. Underneath the outcomes we listed objectives and actions that we needed to carry out in order to achieve the outcomes. These were influenced by what people told us they wanted to see happen.
- 4.2 We also put together schemes for each of our four directorates that went into more detail about what services would do to achieve equality for all.
- 4.3 The first table at the end of this document shows the progress we have made against the actions we set for ourselves three years ago. Where we have not been able to make progress we have given an explanation and if the action is still relevant we have included it in the new action plan (second table).

5. What does the new scheme look like and why have we changed it?

- 5.1 This previous scheme has worked well so far and has helped services to recognise what they need to do, however it does mean that although the schemes sit along side our main performance management structure and corporate plan, they are separate. We think that now is the time to integrate the two so that we can make the links between the equalities actions and our strategic priorities much clearer.
- 5.2 Our new scheme is integrated into the Corporate Plan. Instead of setting separate outcomes it starts with the Council's overall strategic objectives and then looks at how each of those will impact on different equality groups and what key actions need to be undertaken to address inequality. More detailed actions will then be included in the annual Service Development Plans which are the main vehicle for services to show what they do and how they will improve the way they work.
- 5.3 Of course, one person's experience of inequality or social exclusion can often be the result of a number of different but linked factors that do not fit neatly under one strategic objective or directorate. Someone may have difficulty holding sustained employment because their housing situation is not stable while at the same time they may have health problems that are made worse by their housing situation. This is why the equality outcomes we identified in the previous scheme are still important. They describe how we think the city will look if equality for all is achieved so we will use them as our vision/mission/statement of intent in the new scheme. They are:
- Service users from traditionally hard to hear groups have access to information about, and are able to put forward their views on Council services, policies and procedures (consultation, communication, service development, access to councillors).
 - All service users feel confident that the Council is committed to equality and diversity and is making real progress towards delivering actions (scrutiny, audit, committees, evaluation, reporting).

- The Council knows who its customers are and is able to respond to their needs (monitoring, assessment, delivery).
- Relations between different communities are good, tensions are challenged and the diversity of the City is promoted and celebrated (cohesion, leadership, challenge).
- All staff and potential employees believe that Exeter City Council is a workplace where all staff have equal opportunities, feel safe in their diversity and comfortable challenging offensive behaviour (recruitment, retention, development).

5.4 This scheme has been written to cover a three year period from 2010 to 2013 as we are required to do by legislation. Annual reports as part of the Corporate Plan will provide updates on our achievements and additional actions will be added in which have been identified over the previous year.

5.5 A new unitary council would need to review this in 2011/12.

6. How do we know what needs to be done?

6.1 When the **Sustainable Community Strategy** ① was written a great deal of evidence was gathered about the needs of different people in the city. This helped the Exeter Vision Partnership decide what its key themes and actions should be. At the same time, council services continuously carry out surveys and consultations with the public. Because staff are working directly with the public they can also pick up anecdotal evidence about a need which requires further investigation and, possibly, a change in processes.

6.2 We will also ask voluntary organisations to look at the scheme and tell us if they think there is anything we have missed out.

7. How will we assess the impact of our policies and services?

7.1 In 2002 a legal requirement to conduct Race Equality Impact Assessments was introduced (this has now been extended to cover disability and gender). At the time Exeter City Council took the decision to extend this to cover all equalities groups so that we would have better understanding of the impact of our policies on all parts of the community. Since then we have carried out over 40 assessments and have reviewed and updated the guidance and support we provide to staff to carry out and learn from the assessments.

7.2 The purpose of an **Equality Impact Assessment (EQIA)** ① is to improve the work of the Council by making sure it does not discriminate and that, where possible, it promotes equality. It is a way to make sure individuals and teams think carefully about the likely impact of their work on people in Exeter and take action to improve strategies, policies and projects, where appropriate.

7.3 The EQIA helps Council staff to assess and record the likely impact on equality, of a proposed Council strategy, policy or project on certain groups of people known as equality target groups. Carrying out an assessment means that as far as possible, any negative consequences of a strategy, policy or project are eliminated or minimised and opportunities for promoting equality are maximised.

7.4 All new major projects, policies and strategies, as well as those being reviewed, are required to undergo an assessment as part of their development and these are identified by directorate representatives on the Corporate Equalities Group (see 10.2).

- 7.5 All project leaders are responsible for incorporating equalities into their projects or strategies and for assessing the equality impact. This should be a continuous process, starting at the very beginning of the project. Any project or policy team can use the EQIA to help them assess the potential impact of their project, regardless of whether it has been identified by the directorate as requiring an EQIA.
- 7.6 The Corporate Equalities Group then reviews completed EQIAs. More detailed information on the guidance and assessments that we have carried out so far is available on our website.

8. How does it fit in with other strategies?

- 8.1 We have a number of strategies in place that help guide our work. Some of these are written in partnership with other organisations.
- 8.2 Equalities is a cross-cutting theme for the Sustainable Community Strategy ([Exeter Vision](#)) and the Comprehensive Equality Scheme links into all the Exeter Vision themes through the Corporate Plan.
- 8.3 Underneath the Exeter Vision there are a number of Council strategies that relate to specific services. Some of the Comprehensive Equality Scheme objectives will be picked up in those strategies and where this is the case we have indicated this under the “Who will do this?” section.
- 8.4 There are also a number of strategies and policies that are written by partnerships, setting out how we will work with local authorities, the voluntary and private sector on particular issues. An example of this is the Community Safety & Misuse of Drugs Strategy.
- 8.5 In addition, the strategies themselves will have been assessed by the agencies involved for their potential impact using an Equality Impact Assessment process.

9. What resources are needed to implement the scheme?

- 9.1 Our staff are our key resource. All Council staff are responsible for maintaining and promoting equality as part of their daily work. In addition, each Directorate has an equalities representative who attends the Corporate Equalities Group and co-ordinates the work going on in their directorate. They have supported the development for the CES and will support its implementation.
- 9.2 Where there are financial costs associated with an action these are noted in the action plan.

10. How will we make sure that the actions are carried out?

10.1 Scrutiny

- 10.2 All equalities work is reported annually to committee so that councillors can scrutinise the effectiveness of the Council on behalf of the public. In addition some areas of work are reported more frequently, such as employment figures or specific projects or new policies. To support this the Corporate Equalities Group includes representatives from all directorates as well as UNISON, the Council’s main trade union. The aims of group are:

- To support the Corporate Equalities Policy through the production of an appropriate action plan and to monitor progress of that plan.

- To maintain an overview of all equalities related work being undertaken by the Council and provide support and advice.
- To assess the implications of new legislation and decide upon the most practical approach to ensuring compliance.
- To provide a forum for new ideas and initiatives that will ensure the Council is an organisation where staff feel safe and are comfortable challenging offensive behaviour and Exeter is a city where people celebrate diversity.
- To ensure that the corporate processes used to implement and monitor equalities matters are as easy to use and effective as possible.

10.3 We need to look further at ways to ensure that the public, our service users, can become more involved in scrutinising our work. We can do this through occasional focus groups on specific subjects but we are also working with Devon County Council and other district councils to set up a formal arrangement with some representative voluntary sector groups who could assess the quality of our work and let us know how we can improve. This is intended to help reduce the burden on voluntary sector organisations who cover more than one local authority area and reduce duplication.

10.4 Comprehensive Area Assessment

10.5 Every year the Audit Commission carries out an inspection of local authorities under the Comprehensive Area Assessment. One of the key criteria that the inspectors ask for proof of is how we are tackling inequality and improving outcomes for people in vulnerable circumstances.

10.6 The Council has to show that it “understands well the complex needs and aspirations of its diverse communities. It is targeting effort and having impact where the needs and equality gaps are greatest. Outcomes for equality groups are good and showing improving trends. Inequality gaps are narrowing for priority equality groups.”

10.7 Equality Framework for Local Government

10.8 The Equality Framework sets out ways of working within local authorities that will **mainstream equality** into service delivery and employment. The framework uses five performance areas to measure all aspects of policy-making, service delivery and employment:

- Knowing your communities and equality mapping
- Place shaping, leadership, partnership and organisational commitment
- Community engagement and satisfaction
- Responsive services and customer care
- A modern and diverse workforce

10.9 It was proposed to undertake an assessment of the Council against this framework in 2010. However, in light of the decision to move to a unitary structure on 1 April 2011, this will now be a priority for the new unitary council. This will be reviewed in the event that the transition to a unitary council does not proceed.

11. How will we know if we have made a difference?

11.1 Performance Indicators

11.2 The Council reports on a large number of national and local performance indicators that show how the Council and individual services are performing. They allow progress to be tracked over time and for the performance of Exeter City Council to be compared to other councils. Performance indicators are included in the annual report against the Corporate Plan.

11.3 Monitoring

11.4 The Council recognises that equality monitoring of service delivery is essential for effective planning of the services that it provides. Monitoring can tell us which groups are using services and how satisfied they are with them. This data can then be used to:

- Highlight possible inequalities
- Investigate their underlying causes
- Remove any unfairness or disadvantage

11.5 The Customer Relationship Management system that is used in the Customer Service Centre is helping us to collect data on the take up and satisfaction with our services. In addition, a Corporate Equalities Monitoring Pack has been developed and rolled out to all services for use on specific projects.

11.6 The information gathered may be used to inform an EQIA. In analysing satisfaction surveys the Council will ensure that if there are significant variations in results between different groups that this is noted and reported to the relevant manager as well as the Corporate Equalities Group. If necessary either a larger more targeted survey may then need to be undertaken or a smaller focus group.

11.7 We are also continuing to develop our recruitment and retention monitoring systems so we can get a better picture of our employees' needs and improve our staff profile against the population profile of the City at all levels and across all directorates in the organisation.

12. Council Strategic Objectives

12.1 These are set out in two parts reflecting the two ways we work

- A. Work with partners to improve the city and the quality of life for all**
- B. Work with partners to improve the Council**

A. Work with partners to improve the city and the quality of life for all

Strategic Objective 1

Ensure that there are enough well-designed, well-maintained and affordable homes in the city

What are the implications for equality groups of this objective?

- Despite the below-average incomes in Exeter, house prices are above the national average. This reflects wealth for house-owners but makes it difficult for people to buy their first home which will particularly impact on younger people. 64% of people in Exeter aged between 20 and 39 cannot afford to buy even the cheapest property.
- 11% of households have a health problem that affects their housing need.
- In 2008 there were 15 rough sleepers on Exeter's streets but this had been reduced to 9 by 2009 by expanding the range of accommodation options available. Most rough sleepers are men and often have mental health problems and/or a history of drug & alcohol dependency. Women often try to hide their homelessness by sleeping on a friend or relative's floor but this can make it difficult for housing authorities to find them and provide help.
- There are approx 6,000 eligible households on the Housing Register and 130 homeless households in temporary accommodation. 5.5% of the Housing Needs Register is made up of people from a BME background including white minority groups.
- Single males account for 20% of people in temporary accommodation while women account for 52%. 79% of those women were either pregnant or caring for children while only 3% of the men were caring for children.
- Exeter records a large share of one person households with 70% of all households under occupying their accommodation.

What will we need to do?

Housing is the largest of all our frontline services covering a wide range of functions so they have produced their own [Equality & Diversity Strategy](#) setting out in detail the key actions they need to take over the next three years to reduce inequality in housing provision.

Strategic Objective 2

Enhance and protect the environment, reducing the causes and minimising the impact of climate change

What are the implications for equality groups of this objective?

- Green spaces provide free or low cost exercise space for walks and runs or cycling. They are also key for young people and children for education such as learning about the environment and world around them, but also for free play and adventure
- There is a need for more accessible and frequent public transport particularly for disabled people and carers of young children who may currently use their own transport. This will also help the city as a whole to reduce carbon dioxide (CO₂) emissions and to protect the environment.
- People on low incomes may need support to be able to make changes to their homes to make them more energy efficient.
- In 2007/8 36.2% of domestic waste in Exeter was sent for re-use, recycling or composting. People on low incomes living in flats or shared houses may find it difficult to optimise their use of recycling because of lack of space.

What will we need to do?

The environment is the most valuable and precious asset that we possess. We depend on it for our quality of life, including food, resources, energy, recreation and for the success of the economy. We need to support all of our residents to make positive changes. This can mean ensuring that the information and guidance we provide on managing waste is accessible, working with Devon County Council to provide better public transport, cycling and walking routes allowing people to get to work, college or school in a way that has a low impact on the environment and keeps them healthy.

We also need to make sure that the green spaces we do have, whether they are formal parks and gardens, valley parks or allotments, can be accessed by different people. Sometimes that means adjusting physical barriers such as widening paths for wheelchairs but it may also mean looking at perceptions of a place, for example where people feel somewhere might be unsafe.

Strategic Objective3

Further improve the character of the city and facilities for culture and leisure

What are the implications for equality groups of this objective?

- Exeter has a well preserved and presented heritage, with a range of national sites, visitor attractions, listed buildings, striking urban environments, and high quality rural environments in its valley parks.
- Compared to other cities its size, Exeter has an extensive range of activities and facilities for the arts, sport and play, many cinemas, libraries and museums and a vibrant mix of restaurants and shops. The city is accessible by public transport and easy to navigate but less so for some groups such as people with disabilities (see objective 2).
- The sustainability of some key organisations and facilities is threatened due to uncertain funding. This may particularly effect specialist or minority organisations.

What do we need to do?

Exeter provides a full programme of events for its festivals and will continue to encourage events that celebrate diversity and bring people together such as the Respect in the Park event and LGBT Pride.

The Autumn Festival Award gives the winner free hire of the Exeter Barnfield Theatre to encourage organisations to develop new pieces of work, increase the quality of access to arts activity for people with disabilities and to enhance or develop specific events for the festival. In addition, cultural organisations, networks, and creative enterprises are supported to co-ordinate their work through bodies such as the regional Planning Area for Culture scheme, building a stronger and more effective cultural sector.

We will continue to work in partnership to improve accessibility to culture and leisure facilities. Access is not just about physical barriers such as transport to venues but also about people feeling that events are available and open to all.

By promoting volunteering and general participation in the whole sector we can give everyone, young people in particular, the tools to live a long and fruitful cultural life.

The [Arts and Media Strategy](#) and [Leisure and Museums Strategy](#) are available on our website.

Strategic Objective 4

Maximise the potential of all our citizens by tackling social disadvantage and deprivation

What are the implications for equality groups of this objective?

- Exeter's population is generally in good health and average life expectancy is above the national average at 80.6 years.
- In some areas of the city, teenage conception rates are high and Exeter overall has one of the highest rates for teenage conceptions in the South West.
- Around 16% of the population aged over 60 live in areas where the risk of income deprivation is high and for older people, income deprivation is often coupled with poor health and poor well-being.
- Men living in the least deprived areas can expect to live about six years longer than those living in the most deprived areas.*
- GCSE achievement is lower in Exeter than the England average.*
- Racist offences, homophobic incidents and offences against those with disabilities are all under reported. Anecdotal evidence from these various communities suggests that there is a considerable volume of persistent abuse and harassment, which detracts from the quality of life for those affected. People from ethnic minority communities are more likely to be concerned about harassment and incidents in the street.
- 79.1% of people agree that people from different backgrounds get on well in their local area.
- Over 25% of violent crime is domestic violence. Domestic violence and abuse causes incalculable personal emotional suffering to individuals, families and children and represents a considerable drain on the resources of public agencies including police, courts, health and housing as well as the voluntary sector.

What do we need to do?

Partnership working is absolutely key to ensuring that individuals can be safe, healthy and play an active part in shaping Exeter's social, economic, political and cultural life.

The Social Health & Inclusion Partnership (SHIP) is made up of representatives from the city and county councils, NHS Devon and the voluntary sector. It works in partnership to tackle health and socio-economic issues that affect peoples' life chances. Their action plan directs resources to areas that have been identified as having a priority need.

Exeter Community Safety Partnership's ([CSP](#)) aim is to make Exeter the safest city in the south west and to contribute to the Safer Devon Partnership's aim of "improving the lives of people in Devon by tackling crime and the misuse of drugs and alcohol". The partnership includes representatives from Police, Fire, Health, Probation, Prisons as well as the city and county councils and voluntary sector groups.

* Source: APHO and Department of Health. © Crown Copyright 2009

The CSP is looking more at causes and contributory factors in crime, rather than the specific crime types, and also at adopting a problem-solving approach to dealing with these factors. Problem-solving involves multi-agency focus on particular issues, gathering all available data and considering all possible interventions to address those issues.

Strategic Objective 5

Ensure that Exeter is a buoyant, dynamic and innovative regional city with sustainable growth

What are the implications for equality groups of this objective?

- Average annual income for residents was £21,300 in 2008, below national, regional and local levels (average for England and Wales £25,360).
- A high proportion of Exeter's workforce live outside the city. There is demand for managerial, professional and technical workers in the city but the proportion of residents with 'high skills' (NVQ4 or above), compared to areas just outside of Exeter, is below regional and national levels.
- Exeter's pupils are closing the achievement gap, 59% gained 5 GCSEs at A* - C in 2007/8 against 63.5% in Devon.

What do we need to do?

The Council is part of the Exeter and Heart of Devon Employment and Skills Board which is made up of partners from business, education and the voluntary sector. The board takes a coordinated approach to developing programmes that raise aspiration and attainment improve the match between local skills supply and demand. This can include helping people to access employment and training and encouraging University graduates to stay on in Exeter and attract skilled graduates from other areas.

Exeter Positive Steps fund, which has been running since 2006, provides grants to voluntary and community groups to enable them to deliver projects to support people in deprived areas in Exeter. The aim is to help people in these areas improve their skills and build confidence and self-esteem, assisting them on the road to work and training and improve their earning potential.

The Council is also working with the Children's Trust to address social factors affecting young people's attainment at school.

B. Work with partners to improve the Council

Because the next three objectives are internal and related to improving how the council works, in this section we have pulled them together to look at their joint implications for equality groups in the city and what we need to do to address them.

Strategic Objective 6

Have strong and clear **governance**  arrangements that enable the communities of Exeter to influence and help shape decisions about their locality and the city.

Strategic Objective 7

Use resources effectively and provide high performing, value for money services that focus on customer needs.

Strategic Objective 8

Promote an extremely positive image and reputation and ensure high levels of customer satisfaction.

What are the implications for equality groups of these objectives?

- 27.6% of people in Exeter agree that they can influence decisions affecting their local area but older people are more likely to agree with this statement than younger people.
- 33% of Exeter City Councillors are women compared to 29% nationally.
- Of the 5% top earning council employees, only 22% are women, 3% have a disability and 3% are from BME communities.
- It is important that everyone should have the opportunity to serve in public life and contribute their expertise for the benefit of the wider community. But women, disabled people and people from minority backgrounds tend not to apply for public appointments for a range of reasons. These include:
 - lack of accessible, clear information about the processes;
 - lack of experience or access to training to develop the necessary skills;
 - lack of confidence;
 - lack of role models; and
 - lack of adequate support services, for example childcare.

What do we need to do?

The preceding pages of this scheme have set out how we currently work and how we want to improve customer engagement, delivery of services and customer satisfaction.

Making the links between these three things is key but we can only do this by giving our staff, councillors and residents the tools to be able to work with us. Our councillors are champions for their local community and we need to ensure they have the development opportunities to be able to fulfil that role. We have successfully completed the first stage of the South West Charter for Elected Member Development. Personal development discussions have begun with individual councillors to help them identify their own development needs and enable them to fulfil their roles as councillors effectively.

In February 2010 two briefing sessions on diversity were held and approximately half the councillors attended. Further sessions will be rolled out in the autumn so that all have an opportunity to attend.

A Workforce Development Strategy is currently being written which will address issues around recruitment and retention of staff and consider mechanisms to ensure that the diversity of our community is reflected throughout the council's staffing structure.

We want to encourage our residents to have a bigger say in the services they receive and the decisions we make. This includes those people that are traditionally hard to reach, such as disabled people, young people and those people suffering multiple disadvantage. A new scheme called My Neighbourhood PACT involves the council and the police working together to tackle issues affecting communities. This project encourages and supports local people to become actively involved in their community.

We are working in partnership with Exeter Council for Voluntary Services on a new initiative called How Your City Works to make it easier for residents to get involved as active citizens. The project aims to de-mystify how decisions over public spending and services are made, and how to influence the decisions. To ensure that the course is easily understandable and makes sense to those it is intended for, a citizen reference group is being set up.

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Glossary

Community Cohesion

This term covers work to make an area a good place to live, in which people share a common vision and everyone feels welcome. In these areas, community tensions are reduced because different groups interact and trust each other and inequalities are being tackled. (Institute of Community Cohesion).

Discrimination

Discrimination is unfair treatment as a result of prejudice, whether intentional or not. Direct discrimination occurs when someone is treated less favourably than other people are or would be treated in similar circumstances. This can show up as segregation, abuse or harassment. Indirect discrimination occurs when a condition or requirement is applied equally but where a significant number of people from a particular group are unable to comply with it. For example if a Council requires that official complaints by the public are made in writing: this could indirectly discriminate against people with disabilities that make writing difficult or impossible.

Diversity

The difference in the values, attitudes, backgrounds, knowledge, skills and life experiences of the people that make up our community. It is a positive term that recognises difference can be good.

Equalities

This is work that addresses issues of discrimination and disadvantage.

Equality Impact Assessment

A way to make sure the Council thinks carefully about the likely impact of its work on people in Exeter and takes action to improve strategies, policies and projects, where appropriate.

Equality Framework for Local Government

A performance improvement and benchmarking tool

Equality Standard for Local Government

This is what the Framework (see above) used to be called before it was reviewed and revised.

Governance

This refers to the rules, processes, and behaviour that influences the way public functions are carried out, resources are managed and regulatory powers are exercised.

Mainstreaming equality

Where equalities considerations are incorporated into all actions, programmes and policies from the outset.

Multiple discrimination

Where people belong to more than one equality strand or target group and may experience discrimination for a number of different reasons.

National Indicators

These are measures set by central government to see how well councils are doing and to identify opportunities for improvement. This also means that performance can be compared between councils.

Prejudice

An opinion or belief not based on facts but on a preconceived, irrational feeling. Prejudice can show up as bigotry, bias and dislike and if acted on becomes discrimination.

Social Exclusion

A shorthand term for what can happen when people or areas experience a combination of linked problems such as employment, poor skills, low incomes, poor housing, high crime, bad health and family breakdown. (*Cabinet Office – Social Exclusion Task Force*)

Social Model of disability

The Social and Medical Models of disability are different ways of approaching how we think about and act towards people with disabilities. The Medical Model sees people with disabilities as having medical problems that need to be cured if possible. This way of thinking is criticised for disempowering people with disabilities. They are seen as "the problem", having problems and experts are seen as being in the best position to determine whether they live or die, have treatment or not and how and where they spend their lives.

The "Social Model of disability" created by people with disabilities themselves, is a challenge to this. It describes "disability" not as a medical issue but as one where people with disabilities face daily barriers in society, for example, in the way we design and build our towns and cities, the way we organise our social activities and in the attitudes that we perpetuate, which favour non-disabled people over disabled people. People with disabilities are empowered by the Social Model because it helps them to recognise and overcome the barriers of society. (*Disability Rights Commission*)

Supplier Diversity

Supplier diversity programmes promote 'equality of opportunity', offering under-represented businesses (such as those run by women or people from ethnic minorities) the same opportunities to compete for contracts supplying quality goods and services as other qualified suppliers.

Sustainable Community Strategy

The SCS is written by a partnership of organisations representing key interests of Exeter's economy, society and environment. It sets out the kind of city that we would like Exeter to be in the future and the challenges that we can only tackle by working together.

Comprehensive Equality Scheme 2007 -2010 Action Plan – Update on progress

OUTCOME 1: Service users from traditionally hard to hear groups, have access to information about, and are able to put forward their views on Council services, policies and procedures (consultation, communication, service development, access to councillors)			
Issue/Objective	Action	Who will do this? (By when?)	Note/ Progress update
1.1 The Comprehensive Equalities Scheme (this document) and other linked documents are developed in consultation with stakeholders including traditionally hard to hear groups	1.1.1 Incorporate consultation from stakeholders on format and content of the Comprehensive Equality Scheme and ensure feedback is incorporated in the final scheme	Corporate Equalities Group July 2007	Stakeholders including voluntary sector groups and other local authorities were sent a copy of the scheme when it was published in autumn 2007. No feedback was received. This update will be circulated to those groups.
	1.1.2 Get approval for Comprehensive Equality Scheme from senior management and councillors	Corporate Equalities Group November 2006	Outline scheme approved at Executive Committee on 5 December 2006.

	<p>1.1.3 Publish final CES on web site (and provide in other formats on request) and publicise together with outcome of consultation giving due regard to the requirements of the Race Relations (Amendment) Act 2000 and Disability Discrimination Act and Equality Act 2006 (gender duty)</p>	<p>Corporate Equalities Group (July 2007)</p>	<p>Final scheme published October 2007</p>
<p>1.2 The Scheme is reviewed within a three year period from 1 January 2007</p>	<p>1.2.1 Involve public and community groups on developments for next round of the scheme</p>	<p>Corporate Equalities Group (by October 2009)</p>	<p>The new 3 year scheme is due to be published in July 2010. It will be quality assured by the Devon Equality Strategy and Scrutiny Group which includes representatives from local voluntary sector groups.</p>
<p>1.3 The Council develops strong relationships with community groups and ensures that views of hard to hear groups and individuals are fed into service development</p>	<p>1.3.1 Develop and implement consultation and engagement work, in partnership with other statutory organisations, to identify key priorities and link in with new disability and gender duties.</p>	<p>Corporate Equalities Group and Heads of Service (by December 2007)</p>	<p>Neighbourhood Engagement Pilots were set up in four areas. Following an evaluation this has been expanded to cover eight priority neighbourhoods and is delivered in partnership with Devon and Cornwall Constabulary.</p> <p>Resident Auditor Team report received and recommendations to be included in the review of the Resident Involvement Strategy. Review team appointed and work started. Completion due in November 2010.</p> <p>See 1.3.4</p>

<p>1.3.2 Maintain links made so far with community groups and continue to involve them in policy and service development</p>	<p>Corporate Equalities Group and Heads of Service (On-going)</p>	<p>New inclusive play area at King George V Playing Field has been set up in partnership with Mencap. Changing facilities have also been refurbished to provide better facilities for users.</p> <p>In consultation with local users, Belmont Park's Sensory Garden has been restored and won a Planting Places award from Sustainability South West.</p> <p>The Building Control Unit surveyed visitor accommodation in order to obtain a clear picture of facilities suitable for disabled people. The results of this exercise have been used to improve publications and web-based information aimed at visitors to the city.</p> <p>An Environmental Health Officer has been tasked with working specifically with food businesses managed and staffed by members of BME communities. This approach has been welcomed with the businesses in question and has seen a marked increase in compliance with a majority of premises. An evaluation of the project will be conducted at year end.</p> <p>Bereavement Services held a very successful open day at Higher Cemetery attended by a large number of people and a wide range of faith groups and organisations who now better understand the services that can be offered.</p> <p>With the introduction of loans to replace renovation grants, a variant is provided which includes a non-interest bearing loan to meet the needs of prospective Muslim applicants.</p> <p>See 1.3.1</p>
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	<p>1.3.3 Work with partners to identify new and emerging communities and work to ensure their views are heard</p>	<p>Corporate Equalities Group and Heads of Service (On-going)</p>	<p>The Council is represented on the Devon Migrant Worker Task Group which is working to ensure the needs of migrant workers are understood.</p> <p>The Council has worked with other partners on an outreach project providing information to Muslim communities in Exeter about our services via the mosque and university.</p>
	<p>1.3.4 Develop a corporate participation strategy including a framework for equality consultation and engagement including guidance on methods, to be adopted within the Council</p>	<p>Communications Manager/Community Involvement & Inclusion Officer (Development of framework June to December 2007. Implementation from April 2008)</p>	<p>An Officers' Community Engagement Working Group has been established. The Group will be working towards the development of a Community Engagement Strategy for the Council. Issues raised by local communities in the Neighbourhood Engagement Work will be considered in the way that we deliver services.</p>
<p>1.4 The Council involves stakeholder groups in Equality Impact Assessments</p>	<p>1.4.1 Involve stakeholders in review of selected Equality Impact Assessments where potential adverse impact is identified.</p>	<p>Corporate Equalities Group and Heads of Service (On-going)</p>	<p>Housing Services carried out an impact assessment on their Housing Strategy. Local communities were contacted and invited to provide feedback on the actions and help develop the strategy.</p>

	<p>1.4.2 Where potential adverse impact is identified on the promotion of race, disability or gender equality consultation will take place as a standard Part 2 exercise of the Equality Impact Assessment</p>	<p>Corporate Equalities Group and Heads of Service (On-going)</p>	<p>Consultation has been carried out on aspects of the following impact assessments:</p> <ul style="list-style-type: none"> o Bereavement Services o Civil Parking Enforcement o Older People's Housing Strategy o Housing Strategy
<p>1.5 Information about council services is up to date, accurate, relevant and accessible</p>	<p>1.5.1 Ensure that adequate translation and interpretation services are making information, services and consultation accessible for people for whom English is not their first language.</p>	<p>Translation & Interpretation Policy Customer Relations Manager Heads of Service (On-going)</p>	<p>A joint contract has now been finalised between Exeter City Council, Devon County Council, Devon PCT, RD&E and Torbay PCT with a local sign language interpreting agency to provide a more co-ordinated service to Deaf customers.</p> <p>A number of staff in Customer Services have British Sign Language skills and are able to signpost Deaf customers to council services or book an interpreter for more in depth enquiries.</p> <p>Tailored food hygiene courses were delivered to 51 candidates whose first language is not English (7 different languages) – 25 of these candidates received verbal examinations via a translator.</p> <p>Electoral Services now provide translation of information on request in order to encourage wider participation in local democracy.</p> <p>The City Centre Access Guide produced with help from Living Options Devon is now available in hard copy and on the website providing information on key venues and services around the city. The leaflet for the Green Circle route also includes information on accessibility of the paths.</p>

	1.5.2 Ensure that information provision is compliant with Disability Discrimination Act	Communications Strategy Customer Relations Manager, Access Officer and Heads of Service (On-going)	This is a continuing area of work, ensuring that all new information published as well as our website complies with the DDA. Our website was named as one of the 11 best in the country in the Society of IT Managers (SOCITM) annual Better Connected survey, which puts it in the top 3%.
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OUTCOME 2: All Service users feel confident that the Council is committed to equalities and diversity and is making real progress towards delivering actions (scrutiny, audit, committees, evaluation, reporting)			
Issue/Objective	Action	Who will do this? (By when?)	Note/ Progress update
2.1 Service monitoring data is publicly available and scrutinised	2.1.1 Publish summary of the service monitoring results on the Council's website, publicise with community groups and invite feedback	Heads of Service and Head of Policy (At least annually)	Service monitoring data is available in related committee reports via the website but we have not published a summary. We will include a related action in the new CES to assess whether this piece of work is feasible and useful. See 3.1.2.
2.2 Progress is reported to the public and open to scrutiny	2.2.1 Corporate Equality Group monitor progress and evaluate consistency of Equality Impact Assessments with equality legislation and codes of practice	Corporate Equalities Group (Annually by June)	Monitoring of progress will be done as part of the evidence gathering for the Corporate Plan update and this table. Since the start of this scheme 23 impact assessments have been carried out and presented to the Corporate Equalities Group. These can be viewed on the Council's website at Equality Impact Assessments

	<p>2.2.2 Work with partners to develop an external scrutiny group consisting of a diverse range of stakeholder community groups, partners and peers to review our work on equalities</p>	<p>Communications Manager and Head of Policy (By December 2007)</p>	<p>This has been difficult to progress but the council is working with the Equality Strategy Scrutiny Group (part of the Devon Strategic Partnership) on an SLA that would allow us to use that group to assess some of our work. As a pilot exercise the group which includes organisations who work with diverse communities across Exeter, will quality assure the new Comprehensive Equality Scheme.</p> <p>We also work with other councils to develop best practice on equalities work and review progress.</p>
	<p>2.2.3 A report is produced for Committee as part of the annual report of the Corporate Plan. This includes progress monitoring and a review of the action plan. This will be publicly available and will allow council officers as well as the public to celebrate our achievements and assess what further work is needed</p>	<p>Corporate Equalities Group (Annually by June)</p>	<p>An update on achievements has been included each year as an appendix to the annual Corporate Plan. This is then reported to Executive every June. An additional update report covering achievements and future actions was submitted to Scrutiny Committee and Executive in 2008 and 2009.</p> <p>For 2010 the information will only be included with the Corporate Plan.</p>
	<p>2.2.4 Internal Audit scrutinise progress against the Equality Standard for Local Government and Performance Indicators and reports are made publicly available</p>	<p>Internal Audit (Annually in May)</p>	<p>Specific work towards the Equality Standard was on hold while the standard was revised into the Equality Framework. A mock assessment by SWREIP was planned for June 2010. However following the announcement on the unitary structure for Exeter this will now be a priority for the new unitary council. (This will be reviewed in the event that the transition to a unitary council does not proceed).</p>

	<p>2.2.5 The Council continues to benchmark and develop joint scrutiny with other councils so that we can share good practice and learn from our peers.</p>	<p>Head of Policy (On-going)</p>	<p>The Council is a member of the Devon Equality Partnership and the South West Equality Network which share best practice.</p> <p>A number of Services also work across the county and region. For example Housing Services, Consultation, Emergency Planning and Tourism are all members of partnership groups that share best practice.</p>
	<p>2.2.6 Progress is validated externally through accredited assessor to meet Level 3 of the Equality Standard for Local Government</p>	<p>Head of Policy (To be agreed depending on guidance on the revised Standard)</p>	<p>See point 2.2.4.</p>
<p>2.3 The Council publishes and publicises Directorate Equality Schemes.</p>	<p>2.3.1 Directorates produce Equality Schemes which show their contribution to this Corporate Equality Scheme and list key services and functions</p> <p>2.3.2 Directorate Equality Schemes are reviewed</p>	<p>Directorate Management Teams (Annually by June)</p> <p>Directors (Annually by June)</p>	<p>These have been produced annually. The 2009/10 schemes are published on the Council's website at Directorate Equality Schemes.</p> <p>See above.</p> <p>These were also reviewed annually by the Corporate Equalities Group.</p>

OUTCOME 3. The Council knows who its customers are and is able to respond to their needs (monitoring, assessment, delivery)			
Issue/Objective	Action	Who will do this? (By when?)	Note/ Progress update
3.1 Directorates monitor and needs assess their services	3.1.1 Key services are identified in line with monitoring guidance	Heads of Service (Annually as part of Directorate Equality Scheme)	<p>Human Resources Workforce Profile report is reported to Scrutiny Committee and the Corporate Equalities Group annually. See point 3.1.2.</p> <p>A Customer Satisfaction Tool was installed across all access channels (including telephone, face to face and website) in September 2008 and has been producing feedback which will help to shape future developments. A rolling 7 days of feedback is now available both on the plasma screens in the Customer Service Centre and the website.</p> <p>Leisure Services have carried out a postcode survey which demonstrated that usage of facilities was spread across the city and socio-economic make up of the population. Specific equality strand results were too small to be statistically significant.</p> <p>Equality monitoring questions have been incorporated on all survey questionnaires and application forms within Environmental Health Services. For 2007/08, 1251 client survey forms were sent out with 355 returned (28%), although of these a sizeable number had omitted the ethnicity monitoring information.</p> <p>The Positive Steps Fund EQIA has lead to improved monitoring of participants in order to understand the benefits of the programme for different groups and determine any changes which need to be made to the programme, in terms of awareness, accessibility and relevance.</p> <p>Housing Benefits have completed the self assessment of their service using the Audit Commission's Key Lines of Enquiry and have identified further actions. For example a newsletter and survey will be developed to improve communication with customers and identify possible improvements to service delivery.</p>

			<p>All new housing tenant details are collected at sign up and 65% of all tenant data has now been collected. A follow up survey is being undertaken for those indicating that they have a disability to assess their needs.</p> <p>Increased monitoring is taking place of Exeter Business Support (through Business Link's customer tracking system) and the Positive Steps fund (via Devon Community Foundation) to determine accessibility and take up by different groups.</p>
<p>3.1.2 Where baselines are established services set clear outcomes and targets for race, gender and disability in consultation with communities incorporating national targets and Performance Indicators where appropriate, and showing budgetary and staffing commitment</p>	<p>Heads of Service (Annually)</p>	<p>Human Resources reported the following figures in the Corporate Plan update as well as more detailed figures in their Workforce Profile report:</p> <ul style="list-style-type: none"> • Percentage of the top 5% of earners that are women = 22.64% (Target 29%) • Percentage of the top 5% of earners that are from BME communities = 3.77% (Target 4%) • Percentage of the top 5% of earners who declare they have a disability = 3.77% (Target 2%) • Percentage of all staff that are from BME communities = 1.42% (Target 2%) • Percentage of all staff who declare they have a disability = 3.02% (Target 5%) 	
<p>3.1.3 Directorates report on actions undertaken to meet targets annually</p>	<p>Directorate Management Teams (Annually as part of Directorate Equality Scheme)</p>	<p>New recruitment web pages are intended to reach a wider range of applicants. This also allows applicants to create an account on line and provides information on the organisations including links to the equality and diversity pages.</p>	

<p>3.2 Directorates undertake Equality Impact Assessments to ensure policies and procedures are in line with current legislation and Codes of Practice issued by the Commission for Equality and Human Rights</p>	<p>3.2.1 Findings of Equality Impact Assessments carried out on existing policies continue to be incorporated into service improvement</p>	<p>Corporate Equalities Group and Heads of Service (On-going)</p>	<p>Since the start of this scheme 23 impact assessments have been carried out and presented to the Corporate Equalities Group. These can be viewed on the Council's website at Equality Impact Assessments.</p> <p>Action on the Allotment EQIA has resulted in equalities information being provided to allotment managers so they understand their responsibilities, a number of physical improvements being made including 6 accessible toilets together with pathway improvements. Some large plots have been subdivided to increase the numbers of single parents and older allotment holders. A review of the allotment rules and regulations is also being carried out.</p> <p>Bereavement Services completed an EQIA which identified a number of possible improvements some of which have already been carried out: workforce diversity has improved as a female worker has now been employed to one of two operative vacancies and a method for maintaining stock graves is being developed so that Muslim burials can be catered for at short notice.</p>
	<p>3.2.2 All new strategies and policies to be assessed for need for Equality Impact Assessments in line with guidance including those in partnership with other agencies</p>	<p>Heads of Service Corporate Equalities Group (On-going)</p>	<p>See 3.2.1.</p>
	<p>3.2.3 Directorates to review the findings of Equality Impact Assessments on their policies and services</p>	<p>Heads of Service Corporate Equalities Group</p>	<p>See 3.2.1.</p> <p>The Economy & Development Projects Officer in collaboration with the Communications Unit undertook a Wavelength survey of walking routes across the city aimed at monitoring awareness of these in terms of ethnicity, gender and disability. There was no obvious equalities dimension apparent in the results.</p>

<p>3.3 Equalities is embedded at each level of performance management</p>	<p>3.3.1 Self assessment and equalities outcomes are incorporated in Service Improvement Portfolios</p>	<p>Heads of service (On-going)</p>	<p>This was carried out as part of the process of preparation for the Comprehensive Area Assessment carried out by the Audit Commission. Service Development plans are now in place and include specific requirements for action on equalities and engagement.</p>
	<p>3.3.2 Strategies and committee reports contain specific reference to delivery of equalities and findings of Equality Impact Assessments where appropriate</p>	<p>Directors (On-going)</p>	<p>This has started but work will need to continue to ensure consistency.</p>
	<p>3.3.3 CES is linked into appraisals ensuring staff receive training tailored to their needs and circumstances and are able to see how their job contributes to equalities objectives</p>	<p>Heads of Service and Head of Human Resources (Annually between February and June)</p>	<p>Staff are asked if they have any equality issues as part of their appraisal and equalities is being considered as an aspect of staff competencies.</p>
<p>3.4 All service users are equally satisfied with the service they receive from the council and with the council as a whole</p>	<p>3.4.1 Review corporate complaints to ensure all service users have the same access to the complaints system</p>	<p>Heads of Service, Head of Policy and Corporate Equality Group (On-going)</p>	<p>Access via the website has been enhanced and new database which came into effect in August 2008 should make recording and reporting easier. However we still do not receive enough equality monitoring forms to be able to spot any trends. Procedures have been updated in respect of complaints about Councillors alleged breaches of the Code of Conduct and information on the website has been updated.</p>

	<p>3.4.2 Where Directorates use service satisfaction surveys, monitoring is included to ensure there is no disparity between the satisfaction rates of users</p>	<p>Heads of Service (On-going)</p>	<p>The triennial Benefits survey does not show any change in the profile but BME satisfaction results were higher than for the general population.</p> <p>Results from the tenant satisfaction survey are published in Insight, the Housing Tenant Newsletter.</p>
	<p>3.4.3 Where monitoring figures are small but potential issues are noted, Directorates use focus groups and other methods of gathering qualitative information to draw out those issues</p>	<p>Heads of Service and Communications Manager (On-going)</p>	<p>Housing Services ran a series of focus groups to support the Housing Equality and Diversity Strategy and the Older People's Housing Strategy.</p> <p>Cleansing Services ran community based focus groups in relation to local cleansing issues.</p>
	<p>3.4.5 Produce action plan against the pledges in the British Sign Language Charter for Devon and ensure it is adopted in Directorate Equality Schemes</p>	<p>Heads of Service and Head of Policy (by July 2007)</p>	<p>A draft has been completed and provided to the Charter Project Group for consideration.</p>

<p>3.5 Equalities is built into every stage of contracts and procurement</p>	<p>3.5.1 Ensure that future prospective approved providers can demonstrate their ability to deliver their services to all sections of the community and also that they have systems in place to monitor the impact their service is having</p>	<p>Procurement Review Group Heads of Service (On-going)</p>	<p>Breakfast events have been held to encourage SME and BME involvement in bidding for council contracts. Presentations were also given to Exeter Business Forum and Chamber of Commerce. This was aimed at ensuring businesses understand the council's equalities requirements relating to contracts and to try to encourage more BME businesses to apply.</p> <p>EQIAs have been carried out on the tender process for the Leisure Management and Housing Maintenance contracts.</p>
<p>3.5.2 Standard equality compliance clauses are in place for all contracts and guidance is available on good equality practice for contracts</p>	<p>3.5.3 Contracts with agencies to include a requirement to deliver an effective and appropriate service, fairly and without unlawful discrimination</p>	<p>Procurement Review Group (On-going)</p>	<p>All contractors are required to provide equalities information which is assessed.</p>
<p>3.5.4 Equality reports from contractors are monitored</p>	<p>The new Sustainable Procurement and Commissioning Strategy includes specific guidance on Equality and Diversity Requirements.</p>	<p>Procurement Review Group and Corporate Equalities Group (Ongoing)</p>	<p>All contractors are required to provide equalities information which is assessed. In large contracts compliance is monitored.</p>

<p>3.6 Equalities is embedded in all partnership agreements/working</p>	<p>3.6.1 Review the Exeter Vision to ensure consistency with Comprehensive Equality Scheme, legislation and Equality Standard. This will ensure that we have a whole-city view of equalities and can work more effectively with partner agencies to tackle the issues</p>	<p>Heads of Service and Head of Policy (By January 2008)</p>	<p>The Exeter Vision (Sustainable Community Strategy) has now been reviewed and revised in consultation with the Vision Reference Groups and wider interest groups.</p> <p>Action plans are being developed for each Sustainable Community Strategy theme by a network of thematic Delivery Groups. Each group has members from different sectors and feeds information in from voluntary and community groups within their extended networks.</p> <p>In addition, the Community Forum is being revised so each forum will focus on a Sustainable Community Strategy theme. This will mean the wider community can engage more readily and give feedback on action plans, as well as proposing actions within their communities.</p> <p>Work to ensure the Exeter Vision is more accessible and interactive is being picked up through the development of the web site.</p>
	<p>3.6.2 Link consultation on equality with the development of the Sustainable Community Strategy and Corporate Plan to ensure that the needs of hard to hear groups are incorporated into the strategic priorities of the Council and its partner agencies</p>	<p>Heads of Service and Head of Policy (By January 2008)</p>	<p>See 3.6 above.</p>

	<p>3.6.3 Following Equality Impact Assessments being undertaken, seek agreement on equality targets with partners and stakeholders so that we are able to measure whether the work we undertake is benefiting the community</p>	<p>Heads of Service and Head of Policy (On-going)</p>	<p>See 3.1.2 and 3.2.1.</p>
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OUTCOME 4: Relations between different communities are good, tensions are challenged and the diversity of the City is promoted and celebrated (cohesion, leadership, challenge)			
Issue/Objective	Action	Who will do this? (By when?)	Note/ Progress update
<p>4.1 Staff and councillors understand their role in delivering equalities</p>	<p>4.1.1 Training programme to be delivered to members on:</p> <ul style="list-style-type: none"> • Diverse cultural needs in Exeter • Responsibilities under legislation • Principles of promoting equality 	<p>Member Services Manager and Assistant Chief Executive (Initial programme by October 2007 and then ongoing)</p>	<p>Over the three years the majority of councillors have attended briefing sessions on equality and diversity. The most recent took place in February 2010. The Council signed up to the IDeA Supporting Councillors declaration in July 2009 and Member Services are implementing an action plan addressing the support provided to councillors. The City Council has also worked with Exeter CVS on the Take Part programme to promote the role of councillors and encourage more diversity in representation.</p>

<p>4.1.2 Training programme to be delivered to staff and managers as above (4.1.1) including recruitment and retention where appropriate and working with contractors and partners</p>	<p>Head of Human Resources (April 2009)</p>	<p>A three year diversity awareness training programme began in January 2008 and has now been delivered to most front line staff. The programme continues to be rolled out and is a mandatory part of the induction for new staff. 92% of those who have attended so far were satisfied that it was relevant to their personal development needs.</p> <p>The Materials Reclamation Facility (MRF) have supported a member of staff to train as a professional interpreter and develop the Multi Lingua agency (via DREC). The member of staff who is one of several workers from A8 countries was given a flexible work pattern to allow him to attend training. The MRF supervisor and the corporate Learning & Development Manager both attended the launch of Multi Lingua.</p> <p>Free British Sign Language (BSL) taster sessions are offered to staff to increase awareness and encourage take up of more formal qualifications.</p> <p>Diversity awareness training has been delivered to all 451 Exeter taxi drivers and is a pre-requisite for any applicant for a taxi licence. Retraining will be carried out every five years and the effectiveness of the training is monitored by mystery shoppers from Living Options Devon.</p> <p>Estates staff are periodically briefed on diversity access requirements and a comprehensive note on DDA law and practice has been produced for staff.</p>
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	<p>4.1.3 Develop internal communications to support training to ensure that learning is not just a one off activity and staff and councillors are provided with ongoing support and advice</p>	<p>Communications Strategy Communications Manager and Head of Policy (On-going)</p>	<p>No overall programme in place ad hoc publicity has been put together to update staff on changes to the Interpreter guidance and the Accessible, Inclusive Events guide. In addition City News (staff newsletter) and Exeter Citizen have both included articles about British Sign Language.</p>
	<p>4.1.4 Review and revise Equality Impact Assessment training and guidance to Heads of Service</p>	<p>Recruitment & Retention Plan Head of Human Resources and Head of Policy (By June 2007)</p>	<p>A new toolkit was developed and training and support will continue to be delivered one to one. The schedule of EQIAs has also been revised to include service provision as well as policy, in line with best practice.</p>
	<p>4.1.5 Ensure all staff involved in recruitment understand the effect and impact of new legislation</p>	<p>Head of Human Resources (On-going)</p>	<p>It is a requirement that either the chair of a recruitment panel will have undertaken the corporate recruitment training or a Human Resources Adviser must be present. Equalities forms a substantial part of the panel training.</p>
<p>4.2 The Council provides support for events that promote equalities, diversity and community cohesion</p>	<p>4.2.1 Continue to provide support for festivals and events that celebrate the City's diversity if financially viable</p>	<p>Corporate Equalities Group (On-going)</p>	<p>To mark the bicentenary of the abolition of slavery in 2008, the Royal Albert Memorial Museum (RAMM) loaned items from the city's collection to exhibitions at Plymouth and Bristol museums. This is supported by a programme of education and events. The City Council also hosted a public commemorative ceremony on Cathedral Green on 25 March 2008 at which the Lord Mayor spoke. The Lord Mayor continues to attend and organise a diverse range of civic events including National Holocaust Memorial Day, a Violence</p>

<p>Against Women Campaign in Bedford Square, opening of a Polish Saturday School at Montgomery Primary School and a thank you reception for carers held at the Guildhall. The Lord Mayor also supports and promotes a charity every year. In 2008/09 this was Southbrook College which specialises in education for young people with learning difficulties. For 2009/10 the charity chosen is Dream-A-Way which provides holidays and outings for disabled people.</p>	<p>Grant funding has been provided to a number of new dynamic community initiatives including Azadi, a dance project to commemorate the 60th anniversary of the independence of India and Soundwaves, a music project for adults and young people with learning disabilities to meet and play music together.</p>	<p>In February 2009 RAMM joined Devon Record Office's Community Bus in Cowick Street to explore Lesbian, Gay, Bi and Transgender histories in Devon. Visitors came aboard to find out how to access archives to research LGBTB heritage.</p>	<p>Young people in danger of being excluded from school are contributing to the Living Here project. Through West Exe Technology College's Off Site Learning Centre, young people are making sound recordings with professional radio artists. The final versions will be showcased on the Living Here website.</p>	<p>The Festivals & Events and Community Outreach teams give in-kind support to the Exeter Respect Festival including free advertising, a Respect Playday as well as other events feeding into the festival.</p> <p>The Economy & Tourism Unit ensured that a selection of festivals were signed and audio-described. A selection of Red Coat tours were also signed and audio-described and service agreements with funded arts organisations now require them to place increased emphasis on community participation.</p>

<p>4.3 The Council works with partners to increase confidence in the response by agencies to hate crime in the City</p>	<p>4.2.2 Work with partners to identify or develop other events</p>	<p>Corporate Equalities Group (On-going)</p>	<p>Through a variety of networks including the Devon Equality Partnership, the Council works with other organisations to ensure that events are continually evolving.</p> <p>A series of joint initiatives was undertaken with the University, Guild, and community groups in student residential areas, to minimise the problems and tensions caused by students vacating their premises at term end, and causing rubbish and noise nuisance. The series of projects under the banner of 'Students on the Move' was funded by the University and conducted by Cleansing Services. The projects pulled in student volunteers as Student Wardens, and included joint clear-ups in student areas of the city. Very positive publicity was received in local media (Express and Echo), and the programme received plaudits from the local resident associations.</p> <p>Cleansing Services identified that Eastern European migrant households, particularly Polish households, are not used to recycling waste (it has not been a domestic consideration in Poland); this lack of understanding can cause problems with compliance. An awareness raising leaflet has been produced in a number of languages and a Polish speaking member of staff has been visiting Polish households together with our enforcement officer to explain the recycling policy and answer any queries.</p>
<p>4.3 The Council works with partners to increase confidence in the response by agencies to hate crime in the City</p>	<p>4.3.1 Continue to support and develop the work of Exeter Racist Incidents Action Group and Exeter Domestic Violence Forum to ensure that victims of hate crime are properly supported and there is an increase in the number of successful convictions</p>	<p>Community Safety Strategy Head of Policy (On-going)</p>	<p>Ongoing. The Domestic Violence Forum held another successful awareness campaign in November, which received good press attention and the Council continues to work with adva, the Devon wide forum, to improve support to victims. Exeter Racist Incident Action Group (ERIAG) has been active in addressing problems and is able to make quick links between the police, community groups and Council officers where necessary. For example ERIAG was able to quickly respond to community concerns following the Princesshay incident in May 2008.</p>

	<p>4.3.3 Investigate the need for other action groups for specific types of hate crime and provide support where appropriate to ensure that victims are properly supported and there is an increase in the number of successful convictions</p>	<p>Community Safety Strategy Head of Policy (By October 2007)</p>	<p>A Devon-wide Prejudice and Hate Crime Action Plan has been produced by the Safer Devon Partnership (SDP) which our work will link into. The SDP is a partnership of the Police, local authorities and other organisations working to improve safety across the county.</p> <p>The Community Patrol have conducted a number of events aimed at communicating with specific community groups, namely: participating in 6 'play days' by running play events for children; conducting joint programmed patrols of the City with PCSO's aimed at meeting and greeting members of the community, particularly youths; Conducting presentations to older people living in sheltered housing schemes.</p>
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OUTCOME 5: All staff and potential employees believe that Exeter City Council is a workplace where all staff have equal opportunities, feel safe in their diversity and comfortable challenging offensive behaviour (recruitment, retention, development)			
Issue/Objective	Action	Who will do this? (By when?)	Note/ Progress update
<p>5.1 Staff and service users have increased confidence in the recording and investigation of racial incidents related to council services</p>	<p>5.1.1 Develop methods for increasing the reporting and recording of racial incidents to ensure that victims of hate crime are properly supported and there is an increase in the number of successful convictions</p>	<p>Corporate Equalities Group and Head of Policy (On-going)</p>	<p>See comments under Outcome 4.3.3. Devon wide work is being carried out on developing third party reporting.</p>

	<p>5.1.2 Ensure that 100% of incidents reported are followed up so that victims of hate crime are properly supported and there is an increase in the number of successful convictions</p>	<p>Head of Policy (On-going)</p>	<p>See above.</p>
	<p>5.1.3 Develop methods for reporting the complainant/victim satisfaction rates for the way that racial incidents are handled to ensure that we are providing the kind support that victims need</p>	<p>Head of Policy (By December 2007)</p>	<p>See above.</p>

<p>5.2 All staff and new applicants have equal access to Employment opportunities</p>	<p>5.2.1 Develop a recruitment marketing plan for the City Council, including an assessment of the local labour market and the BVPI targets relating to equality in employment in line with statutory equality schemes and in partnership with staff and stakeholders</p>	<p>Head of Human Resources (April 2008)</p>	<p>In April 2008 we launched a new recruitment website which allows applicants to register their details, complete applications on line and receive e-mail updates when relevant jobs are advertised. The site includes pages called Meet Our People which profile different members of staff across the range of careers that are available in a district council in order to encourage interest from a wider range of applicants. Feedback from users has been very positive and we have seen an increase in the number of applications received via the website.</p> <p>The Royal Albert Memorial Museum has developed a Workforce Diversity Action Plan. Actions include:</p> <ul style="list-style-type: none"> • Increase work experience opportunities with a specific focus on target groups. Career development support with Further Education Institutions is continuing with attendance at career conventions. • Take steps to promote a positive and inclusive public image of workforce diversity and ensure all promotional material reflects diversity. • Work with local community groups (BME and Disability) in promoting work and volunteer opportunities at the museum. <p>The Material Reclamation Facility (MRF), which employs a large number of staff from Eastern Europe, continues to promote EASL (English as a second language) classes each Friday in term time after work in MRF training room. Operatives who wish to further their English language skills attend advanced evening classes. Both courses are run in partnership with Exeter College.</p> <p>A proactive approach has been taken to promote and encourage a more balanced gender make-up of the Cleansing Services work-force, in what is traditionally a male-dominated service. Slow progress has been made with our refuse collection and street cleaning services but more success has been had within the MRF where 4 out of 24 employees are now female.</p>
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	<p>5.2.2 Continue the use of and development of a standard range of application forms and job descriptions including online application forms</p>	<p>Head of Human Resources (April 2008)</p>	<p>The development of the recruitment pages of our website includes more direct promotion of our commitment to encourage applications from more diverse backgrounds. This development was a direct result of our work with the Racial Equality Council to look at barriers to recruitment for people from Black and Minority Ethnic communities.</p>
	<p>5.2.3 Review equalities monitoring and recording in relation to recruitment and selection for all vacancies, development and representation at all levels in the organisation</p>	<p>Head of Human Resources (Quarterly)</p>	<p>See 3.1.2.</p>
	<p>5.2.4 Keep employment procedures and practices under review in light of changing legislation and employment Codes of Practice and incorporate into employment handbook</p>	<p>Head of Human Resources (On-going)</p>	<p>Living Options ran consultation and reported to Corporate Equalities Group in September. An action plan was developed and fed back to staff but some actions have had to be put on hold due to resource issues. Those issues that were able to be implemented immediately included making equality and access issues a standard item on the agenda of Human Resources User Groups and fed back to Directorate and Strategic Management Teams as appropriate. An Equal Pay Audit was carried out in January 2009 in partnership with Unison. No significant issues were found but an action plan will be developed. This will be reviewed annually.</p>

	5.2.5 Start action on all employment and pay targets	Head of Human Resources (Immediate)	<p>Work experience placements co-ordinated with Action for Employment have successfully seen a number of people with disabilities working across all directorate. A young apprenticeship scheme has also been developed.</p> <p>The Parking Service used their 2009 appraisal process to positively target the training and development needs of female staff to ensure they are able to compete for more senior posts within the service and elsewhere. On the job training was offered to Community Enforcement Officers and as a result one was successful in being promoted to senior post. In addition two female members of the business support team have completed ILM training.</p>
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Comprehensive Equality Scheme Action Plan 2010-2013

Items shaded in yellow are actions from the Corporate Plan that are included here for information. New actions for the Comprehensive Equality Scheme are left un-shaded.

1. ENSURE THAT THERE ARE ENOUGH WELL-DESIGNED, WELL-MAINTAINED AND AFFORDABLE HOMES IN THE CITY.		
Related Corporate Plan Actions		
Action	Expected outcome	Who will do this & by when
Prepare and implement an Older Person's Housing Strategy	Older and vulnerable people provide with security and reassurance	Housing Services by March 2011
Begin building the homes in the Council's own build programme	Increased housing opportunities	Housing Services by March 2011
2. ENHANCE AND PROTECT THE ENVIRONMENT, REDUCING THE CAUSES AND MINIMISING THE IMPACT OF CLIMATE CHANGE.		
Related Corporate Plan Actions		
Action	Expected outcome	Who will do this & by when
Adopt the Core Strategy for the Local Development Framework	Meet Government housing targets in a sustainable manner, with adequate infrastructure.	Economy & Development Directorate by March 2011
Develop plans to improve the biodiversity of at least 4 parks, allotment sites or areas of open space	Increase the city's biodiversity, helping people to understand their links with wildlife and connecting Exeter with the surrounding countryside	Economy & Development Directorate by March 2011
3. FURTHER IMPROVE THE CHARACTER OF THE CITY AND FACILITIES FOR CULTURE AND LEISURE.		
Related Corporate Plan Actions		
Action	Expected outcome	Who will do this & by when
Revise and update the Play Strategy and continue to seek external funding to help deliver this.	More young people able to take advantage of the city's play facilities. Improvement of health of young people, reduction in casual crime	Community & Environment Directorate by March 2011
Deliver a youth sports programme in conjunction with the Exeter Schools Sports Partnership and promote physical activity generally in the city.	Access to a healthy and active lifestyle for young people.	Community & Environment Directorate by March 2011
Continue to target sport and play activities to the areas of the city identified as priorities by the Social Health and Inclusion Partnership	Access to a healthy and active lifestyle for young people. Low skills and health inequality issues addressed.	Community & Environment Directorate by March 2011

4. MAXIMISE THE POTENTIAL OF ALL OUR CITIZENS BY TACKLING SOCIAL DISADVANTAGE AND DEPRIVATION.

Related Corporate Plan Actions

Action	Expected outcome	Who will do this & by when
Strengthen the Tenant and Leaseholder Committee and enhance its influence and improve engagement with users of our homelessness service	Enhanced community engagement. Service better targeted to people's needs.	Housing Services by March 2011
Subject to the local government review process, consider undertaking a peer review of the council's performance against the Equality Framework for Local Government and prepare an action plan for the Senior Management Team to address the areas of improvement identified	Higher satisfaction levels across all of Exeter's communities. Equality in service delivery	Director Corporate Services by March 2011
Develop mechanisms to give users of our valley parks a voice and seek to extend access to underrepresented groups	Enhanced community engagement. Valley parks accessed and enjoyed by all.	Community and Environment Directorate by March 2011
Further develop the Positive Steps project by working with the most effective delivery groups to help 300 people experiencing particularly difficult circumstances into training or employment.	Reduction in long term unemployment	Economy and Development Directorate by March 2011

Comprehensive Equality Scheme Actions

Action	Expected outcome	Who will do this & by when	How is this measured? (Equality Framework link or Performance Indicator?)
Support work to develop cohesion across all communities and areas of the city.	Residents get on better with each other and have a greater sense of belonging	All directorates ongoing	EFLG 2.5, 2.12, 2.16 NI 1 - % people who relieve people from different backgrounds get on well together NI 5 - % of people who are satisfied overall with the area as a place to live NI 17 - % people stating that antisocial behaviour is a problem

			<p>NI 21 - % people who think antisocial behaviour and crime are tackled effectively</p> <p>NI 35 - Building resilience to violent extremism</p> <p>NI 119 - Self-reported measure of people's overall Health and wellbeing</p> <p>NI 138 - % people agenda 65 or over who are satisfied with their home and area they live in</p>
<p>Where appropriate incorporate additional actions identified by the Equality Scrutiny Strategy Group into this plan</p>	<p>Customers' needs are met and there are higher satisfaction levels across all of Exeter's communities.</p>	<p>Corporate Equalities Group annually</p>	<p>EFLG 2.1, 2.4, 2.5</p> <p>NI 5 - % of people who are satisfied overall with the area as a place to live</p> <p>NI 138 - % people agenda 65 or over who are satisfied with their home and area they live in</p>
<p>5. ENSURE THAT EXETER IS A BUOYANT, DYNAMIC AND INNOVATIVE REGIONAL CITY WITH SUSTAINABLE GROWTH.</p>			
<p style="text-align: center;">Related Corporate Plan Actions</p>			
<p>Action</p> <p>Work with Devon County Council on the City Centre Transportation Study, the "Exe-press" public transport project, the Devon Metro rail project, expansion of the Park and Ride service through the provision of new sites, and further development of the walking and cycling networks.</p>	<p>Expected outcome</p> <p>Greater take up of public transport and less congestion in the city centre. A greener environment.</p>		<p>Who will do this & by when</p> <p>Economy & Development Directorate by March 2011</p>
<p>6. HAVE STRONG AND CLEAR GOVERNANCE ARRANGEMENT THAT ENABLE THE COMMUNITIES OF EXETER TO INFLUENCE AND HELP SHAPE DECISIONS ABOUT THEIR LOCALITY AND THE CITY.</p>			
<p style="text-align: center;">Related Corporate Plan Actions</p>			
<p>Action</p> <p>Deliver a community engagement pilot (My Neighbourhood PACT) to eight target disadvantaged communities in Exeter in partnership with city and county councillors, Devon and Cornwall Neighbourhood Policing Teams and the community and voluntary sector.</p>	<p>Expected outcome</p> <p>Residents to have the opportunity to raise issues of concerns for their communities. Information to be used to help deliver better services focused on communities needs.</p>		<p>Who will do this & by when</p> <p>Chief Executive's Department by March 2011</p>

Comprehensive Equality Scheme Actions

Action	Expected outcome	Who will do this & by when	How is this measured? (Equality Framework link or Performance Indicator?)
Mechanisms for hard to hear groups to engage with the council to be established as part of the Engagement Strategy.	Residents feel more able to influence decision making.	Chief Executive's Department by March 2011	EFLG 2.1, 2.11, 2.13, 2.14, 2.15 NI 4 % people who feel they can influence decisions in their locality
Ensure that strategies and committee reports contain specific reference to delivery of equalities and findings of Equality Impact Assessments where appropriate.	Public are reassured that the council is taking equalities issues into account when decision making.	All Directorates ongoing	EFLG 2.7, 2.8,

7. USE RESOURCES EFFECTIVELY AND PROVIDE HIGH PERFORMING, VALUE FOR MONEY SERVICES THAT FOCUS ON CUSTOMER NEEDS.

Related Corporate Plan Actions			
Action	Expected outcome		Who will do this & by when
Review public toilet provision in the city and examine the possibility of a community toilet scheme	Efficiencies delivered		Environmental Health by March 2011
Explore opportunities for delivering more customer services through the Customer Service Centre to achieve efficiencies and improved customer access	Enhanced level of service provided, leading to back office efficiencies. Increased customer satisfaction		Corporate Services Directorate by March 2011
Ensure the Council's workforce planning meets the strategic needs of the Council	Staff development will lead to more efficient working.		Corporate Services Directorate by March 2011

8. PROMOTE AN EXTREMELY POSITIVE IMAGE AND REPUTATION AND ENSURE HIGH LEVELS OF CUSTOMER SATISFACTION.

Comprehensive Equality Scheme Actions

Action	Expected outcome	Who will do this & by when	How is this measured? (Equality Framework link or Performance Indicator?)
Seek agreement on equality targets as a result of impact assessments, with partners and stakeholders. Ensure links with LAA and National Indicators.	The organisation can measure the effect of its work on the community.	Corporate Equalities Group ongoing	EFLG 2.17, 2.20, 2.27
Ensure equality issues are mainstreamed into the structure of the new unitary council, or transformed district council.	Staff are highly satisfied with the council as a place to work. Community needs are met.	Senior Management Team ongoing	EFLG 2.24, 2.25, 2.26, 2.27, 2.32
Ensure staff and councillors understand their duties and responsibilities under the new Equality Act 2010.	Staff and councillors consider equality issues in all planning and decision making.	Corporate Equalities Group/All Directorates ongoing	All EFLG performance areas
Ensure the equality and diversity requirements of CAA, including Managing Performance and Use of Resources, are met.	In inspections the Council receives a high score for responding to the needs of its communities.	Chief Executive's Department ongoing	All EFLG performance areas

If you need this document in another language, in large print, on audio tape or in other formats, please contact us:

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