

Portfolio Holder Priorities 2013/14 Environment, Health and Wellbeing

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

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

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

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

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

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

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