

Agenda for Scrutiny Committee

Thursday, 18 February 2016, 6.00pm



[Members of the Scrutiny Committee](#)

Venue: Council Chamber, Knowle, Sidmouth, EX10 8HL

[View directions](#)

Contact: Debbie Meakin, 01395 517540 (or group number 01395 517546): Issued 9 February 2016

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- 1 [Public speaking](#)
- 2 To confirm the minutes of the meeting held on 10 December 2015 (pages 3 - 6)
- 3 Apologies
- 4 [Declarations of interest](#)
- 5 [Matters of urgency](#) – none identified
- 6 To agree any items to be dealt with after the public (including press) have been excluded. There are no items that officers recommend should be dealt with in this way.
- 7 Decisions made by Cabinet called in by Members for scrutiny in accordance with the Overview Procedure Rules. There are no items identified.

Matters for Debate

- 8 **Portfolio Holder Update – Sustainable Homes and Communities** (pages 7 - 10)
- 9 **Scope for Dunkeswell and Chardstock BUAB inclusion decision 26 March 2015** (pages 11 – 16)
The committee to discuss and agree the scope and way forward in reviewing how the decision was reached and what learning points can be taken from the process.
- 10 **Performance monitoring for third quarter 2015/16** (pages 17 – 63)
- 11 **Scrutiny forward plan** (page 64)
Also included for information are the Overview Committee forward plan (page 65), and the [current forward plan of the Cabinet](#).

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[Decision making and equalities](#)

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EAST DEVON DISTRICT COUNCIL

Minutes of the Scrutiny Committee held at Knowle, Sidmouth on 10 December 2015

Attendance list at end of document

The meeting started at 8:12pm and ended at 21:35pm.

***40 Chairmanship of the meeting**

Councillor Roger Giles thanked his fellow committee members, particularly his Vice Chairman, for the work undertaken during the year. He asked the committee, in the interests of team work and to develop the skills of the vice chairman, if they would agree for the meeting to be chaired by Councillor Dent and he would take the vice chairman role.

The committee agreed and Councillor Dent acted as Chairman for the duration of the meeting.

***41 Public speaking**

There were no public speakers.

***42 Declarations of Interest**

There were none.

43 Mill Street Press Release of 17 September 2015

Councillor Cathy Gardner had an raised issue at the October meeting of the committee in relation to the issue of a draft press release to Ward Members shortly before the press deadline. She supplied some specific questions relating to notice, consulting Ward members, urgency and authority to issue.

The responses to her specific questions had been set out in the report to the committee.

She reminded the committee of her concern about the urgency of the press release, which left her with minimal time to respond before it was issued; she also explained to the committee the consequences of the press release, with a knock on effect of adverse publicity. She also felt that the existing media protocol was not fit for purpose.

In response, the Portfolio Holder for Central Services outlined the work pressures of the communications team, and the wording in the current protocol which stipulates that:

“the work of local councillors is recognised as an important contributor to the council’s community leadership role. Ward councillors can be quoted in press releases and can be a contact for the media on initiatives in their ward that promote the policies and services of the council, in consultation with the relevant portfolio holder.”

Both the Portfolio Holder and the Strategic Lead Organisational Development and Transformation stressed the practicalities of dealing with press enquiries. The previous meeting earlier that evening had shown the excellent work of the communications team in dealing with the recycling trial. The example of the particular press release in question did not reflect the service delivery of communications as a whole.

Debate by the committee included:

- the perception of how press releases and subsequent coverage by the media (either quoting in full or in part) may be perceived by the public;

- Involvement of ward members in relevant work was a key factor and responsibility of each strategic lead and service manager;
- So that the communications team can check that ward members have been involved and informed this is an element in the press release template. It includes prompts to help officers build the content of a press release and a reminder about ward member involvement;
- The media protocol itself was based on Local Government Association good practice, and had already been discussed by the committee on the 30 July 2015, where the committee resolved that it endorsed the protocol;
- Options for handling the media including holding statements where appropriate, a practice which is already in place and used where necessary;
- Ward member involvement was taking place, but the communications team were only the conduit – it was the responsibility of officers to ensure that the appropriate member involvement was in place.

RESOLVED

- 1. that the committee reaffirms its endorsement of the existing media protocol**
- 2. that the continued use of a press template for officers in preparing a press release for forwarding to the communications team be welcomed.**

43 Strata Joint Scrutiny Minutes

The committee noted the minutes from the joint scrutiny committee. The Chairman highlighted the recent publication online of the recent meeting held on 3 December 2015.

44 Scrutiny forward plan

Cllr Roger Giles as vice-chairman circulated a letter sent to him relating to the development of Exmouth seafront, to ask the committee of their view towards the request for the committee to look into the matter.

The committee were advised by the Democratic Services Officer that:

- Planning applications cannot be reviewed by the committee as the Overview and Scrutiny (England) Order 2012 prevents it;
- Reviewing any public consultation conducted back in 2012 on a masterplan that had now changed would not be relevant work for the committee to undertake some three years later;
- Questions relating to the issue have already been submitted to full Council on 16 December on the topic and would be answered there.

The Principal Solicitor advised the committee that:

- Litigation relating to the area concerned in the letter was still sub judice, and therefore could not be discussed;
- The constitution prevents the committee from considering planning applications;
- The issue referred to in the letter related to a decision already made by Cabinet and Council;
- Questions relating to the issue had already been submitted to Council on 16 December 2015.

Whilst some members of the committee were keen to discuss the seafront development, including particular aspects of the application that had changed to include residential development, they were again reminded that the committee had no remit to pursue discussions of that nature. Once a detailed planning application was out for consultation, views could be expressed through that mechanism as per the planning process.

In conclusion of the debate, the committee were minded to instruct a scoping exercise for how public consultation is conducted, in light of how they felt previous decisions had been made on a consultation process in relation to Exmouth seafront which received a low response rate. The committee were advised that any scoping exercise was likely to show that under the constitution, this would be likely to fall within the remit of the Overview committee. The committee wanted to explore if the implementation of existing policy was in place.

Members were advised of a training session on the morning of 8 January 2016 to familiarise councillors with the budget book, service plans and links to the Council Plan. This was in preparation for the discussion on the draft budget on the 13 January where the Overview and Scrutiny Committees were asked to recommend a draft budget to Cabinet, with Cabinet's recommendations then being referred to Council in February.

RESOLVED

That a review of public consultation related policy be scoped and reported back to the Committee

Attendance list

Scrutiny Committee members present:

Roger Giles (Vice Chairman)
Alan Dent (Chairman)

Brenda Taylor
Marianne Rixson
Dean Barrow
Bill Nash
Cathy Gardner
Val Ranger
Simon Grundy

Other Members present:

Megan Armstrong
Phil Twiss
Rob Longhurst
Peter Bowden
Peter Faithfull

Officers present:

Anita Williams, Principal Solicitor and Deputy Monitoring Officer
Debbie Meakin, Democratic Services Officer

Karen Jenkins, Strategic Lead Organisational Development and Transformation
Simon Davey, Strategic Lead Finance

Committee Members

- David Chapman
- Maddy Chapman
- Marcus Hartnell
- Alison Greenhalgh
- Cherry Nicholas

Chairman Date.....

It has been another busy and productive year, and I set out below some of the many achievements during the year. We have maintained our focus on our overarching aim of a decent home for all in East Devon.

The achievements and outcomes from the work of my portfolio have been well documented throughout the year. Our Annual Report to Tenants; Housing Review Board Annual report; Public Health Review; Home Safeguard Annual report; and Housing Service Plan are good examples of published accounts of the work we have undertaken. These reports are all available on our website.

I am particularly proud of our record on preventing homelessness and meeting the housing needs of local people. We have housed over 350 households during the past year from our waiting list, which has reduced to below 2,900. I am delighted to say that we are going against the national trend of increasing homelessness and longer waiting lists.

Our compassionate and caring approach to housing is evident in how we work with tenants and other customers. We have a 'can do' approach, which is refreshing and benefits our residents. A great example is our Home Handyman scheme launched this year – free to council tenants.

Our community development activities continue to strengthen and widen. From what started as a 'nice to do' has quickly become core business.

We held a successful Housing Coach Tour last year for newly elected members and tenants as part of the welcome and induction process.

I have fought passionately for outstanding housing provision and facilitated a meeting with the Housing Minister in October last year to lobby for change to intended government policy.

I am also proud of the annual Communities Together event that I host for community and voluntary sector organisations. We have a theme each year and take the opportunity to thank our partners for the contributions they make towards our shared ambitions.

There are too many highlights to mention in detail so I have set out a series of achievements bullet pointed below under the heading of our housing teams:

Housing Needs and Strategy

- 388 new affordable homes produced, 29 of which being affordable by design.
- Supported the delivery of two Community Land Trust schemes.
- Produced and issued our fifth Annual Report to Tenants produced.
- Homeless prevention increased and reduced use of temporary accommodation.
- Maintaining homeless acceptances at low numbers through early intervention and timely housing options advice.
- Rough Sleeping initiative maintained to ensure no second night out.
- Operating and working towards an exit strategy for the Local Welfare Support scheme as funding reduces.

- Reduced the number of applicants, and housing applicants rehoused quicker from the Housing Register.
- Reduced the financial liability on the Rent Deposit Bond and Guarantee Scheme by signing up all customers seeking a bond to a payment plan through Plough and Share.
- New style Tenancy Agreement updated, consulted upon and sent out to all tenants.
- Housing management software upgrade commenced. Phase 1 goes live in February 2016.

Landlord Services

- Maintaining a high proportion of rent collection and managing the impact of Welfare Reform (Bedroom Tax).
- Introduction of alarm/support charge following loss of Supporting People funding.
- Launch of Home Safeguard rebranding and publicity.
- Home Safeguard maintaining TSA accreditation (no improvement notices) and new working patterns established.
- Home Safeguard Annual Report published.
- Social inclusion and Get Digital projects being rolled out to people of all ages.
- Increased the use of community centres.
- Engaged with Early Help and key workers appointed.
- Extension and consolidation of community development activities with new work plan developed.
- Community Orchard planted in Exmouth with Countryside and Leisure Service.
- Community orchard feasibility study completed, and second site identified.
- Honiton Together project progressed.
- A programme of Tenancy Audits has been undertaken.
- Mapping and plotting project of housing land undertaken.
- SWITCH Project extended into Axminster & Honiton with the Countryside Service.
- Parenting skills course devised and run.
- Grounds maintenance TaFF completed verifying and plotting council land being maintained by StreetScene.
- Housing Matters tenant's magazines issued during the year as planned.
- Designated Tenant Complaint Panel shortlisted and placed in top three in the country.
- Tenant Scrutiny report presented on tenant participation review.
- 10th Annual Tenants conference held.
- Youth Conference planned for February 2016.
- Sheltered housing community alarm upgrade completed.
- Welcome centre in Morgan Court Community Centre Exmouth established.
- Supporting and enabling Men's Shed Clayton House, Exmouth.
- Lower Brook Meadow Residents Association established
- Community Development apprentice in post.
- Recruiting for a Home Safeguard apprentice.
- Contract with Fire and Rescue Service to install smoke alarms in the private sector homes of Home Safeguard customers.

Property and Asset Services

- Maintaining Council homes in good condition.
- Undertaken extensive works to cure water penetration/storm damage to tenants homes.
- Procurement efficiencies documented and sharing good practice through Advantage South West.
- Powell Close, Seaton estate improvements completed.

- Accelerated improvement programmes leading to higher spend on tenants homes.
- Fire Risk Assessments being rolled out and fire protection works undertaken.
- Asbestos surveys being accelerated and Asbestos Register updated.
- Asbestos Policy updated.
- Car parking and garage reviews undertaken and actions being implemented.
- Proactive in gas safety awareness and took part in Gas Safety Awareness week.
- Focus on compliance issues in relation to fire, gas and asbestos safety.
- Legionella and electrical safety incorporated into focus on compliance with tenant safety at the centre of our aims.
- Rolled out of CO detectors in all homes with gas and solid fuel
- Began feasibility and evaluation of 'off gas' homes to enable us to access ECO funding.
- Extensive fire protection measures undertaken at Dray Court, Exmouth.
- Installation of new lift at Trumps Court, Sidmouth.
- Handy Person scheme introduced.
- Tenant Inspectors for voids appointed and trained.
- Carried out an energy data survey to inform energy efficiency strategy and fuel poverty strategy.

Private Sector Housing

- Empty Homes Plan refreshed and adopted.
- Empty Homes project initiated and first stage completed. Second stage under development.
- Private water supplies monitoring and risk assessments completed within deadlines. Completion of Drinking Water Inspectorate report within deadline.
- Input into the Drinking Water Inspectorate annual report.
- Private Water Supply sampling brought back in house.
- Improving housing conditions with an increase in regulatory action taken. Changes to procedures with tenant protection now woven into procedures.
- Revised enforcement charges report confirmed and actioned.
- Flood Support Repair & Renew Grant promoted and administered and completed.
- Home Improvement Loans promoted.
- Disabled Facilities Grants administered and clients supported.
- Implementing the Home Energy Conservation Act Plan.
- Website improvements including online customer enquiry forms and specific application forms for licenses.

General

- Housing Revenue Account Business Plan updated.
- Risk Register reviewed and updated.
- Public Health Plan produced with outcome to improve resident's health and wellbeing.
- Housing volatility fund being built up.
- HRA loan portfolio being monitored and managed.
- STAR tenant satisfaction survey undertaken.
- Plans, strategies and website updated.
- Housing Review Board considering a wide range of issues.
- Team building days undertaken.
- Staff engagement action plans produced and implemented.
- Improved content of website information.
- Keeping abreast of change in a rapidly changing housing environment.
- Resolved some long standing difficult hoarding and ASB cases.
- Improved engagement with the private sector and internally.

- Recruitment of generic housing advisers.
- Improved use of social media.
- Increased awareness of illegal money lending and promoting Credit Unions.
- Service level agreement with childrens centre
- Increased mobile working.
- Providing work experience opportunities.
- Housing WebPages improved with online service request reporting capability. established in some areas.

Scoping template

Scrutiny Committee

Scope of work for scrutiny:

Broad topic area:	<p>Decision on including Chardstock and Dunkeswell in the list of settlements to receive a Built Up Area Boundary (BUAB) in the emerging Local Plan:</p> <ul style="list-style-type: none"> • Development Management Team 23 March 2015 recommending inclusion of Dunkeswell • Council 26 March 2015 resolving inclusion of Dunkeswell and Chardstock
Specific areas to explore within topic area:	<p>Should Members have been debating and making a major change to the Local Plan at such a late stage?</p> <p>Did the Council have enough information to include a major change to the local plan at the time the decision was taken?</p> <p>Should the Members have asked officers for further comment or review of the suggestion prior to inclusion in the Local Plan?</p> <p>Should Member comment be taken at face value?</p> <p>How far should this be explored in light of the fact that this was a decision by Full Council and the Inspector's decision not to include Chardstock and Dunkeswell in the list of villages under Strategy 27?</p>
Areas NOT covered by the review:	Content of local plan.
Desired outcomes of the review:	Affirmation of clear informed decision making by Members, taking account of the evidence provided to them by both officers and colleagues
Who should be consulted to obtain evidence (e.g. Ward Member, officers, stakeholders)	<p>Ward Members</p> <p>Officers</p>
What evidence already exists (consultation, good practice examples)	
What experts are needed to help with the review:	

What other resources are needed:	
Undertaken by the Committee or is a TAFF required:	Scrutiny Committee
Timescale including start date:	
Who are the recommendations being reported to:	Cabinet

DRAFT

Scrutiny – preliminary investigation prior to scoping

Decision on including Chardstock & Dunkeswell in list of settlements to receive a Built-Up Area Boundary

Timeline

<p>Think Tank</p>	<p>2 Feb 2015 chaired by Cllr R Bloxham on rural sustainability. No notes on record.</p>
<p>Development Management Committee</p>	<p>3 March 2015 Report on Rural Sustainability by Ed Freeman</p> <ul style="list-style-type: none"> • Assessment of sustainability against criteria of core services • Inspector decision at Offwell (not sustainable despite having primary school, church, community shop, community facility) • Reference to other decisions at Clyst Hydon, Newton Poppleford, Talaton, West Hill and on conversions of barns to dwellings • Para 34 of NPPF intention to reduce need to travel by private car <p>Overall, report sets out what impacts on the consideration of a development in detail but that transport is only one factor in the determination of an application. The report doesn't contain the specific criteria formula, but sets out the factors to consider for a settlement, including:</p> <ul style="list-style-type: none"> • Core services and facilities • Public transport • Primary school capacity • Scale of development proposed • Access to employment opportunities • AONB, SSSI or SAC considerations <p>The DMC noted the report.</p>
<p>Development Management Committee</p>	<p>23 March 2015 Recommendation before the Committee in relation to villages in East Devon was:</p> <p>4a) Villages where the full range of housing needs can be accommodated – in the key villages of the District and the town of Colyton, those villages with the greatest range of facilities and hence most suited in sustainability terms to accommodate new housing, it is recommended that policy will provide for the defining of Built-up Area Boundaries through a separate Villages Development Plan Document. Any actual allocation of housing sites and determination of appropriate levels of development will be deferred to this plan or Neighbourhood Plans. In total it is recommended that 14 villages and Colyton will have this status</p> <p>4b) Villages where developments focused on meeting identified local affordable housing needs will be permitted – All other villages are recommended to not have a Built-up Area Boundary (in overarching plan terms they will come under countryside classification). However within this policy context they will still potentially be suitable for some development where compatible with the built form of the village and will</p>

	<p>add to the range of services and facilities at a village. New mixed-use market and affordable housing development will be allowed at villages with a good range of services and facilities and where it provides higher (66% plus) affordable housing on exception sites and where there is a proven local need for affordable housing provision. Policy also identifies scope for Neighbourhood Plans to provide for greater levels of development.</p> <p>Councillor B Buxton asked for inclusion of Dunkeswell on the BUAB list, on grounds of size of settlements, 160 firms many on industrial site and felt that the village met most of the criteria. In response, the committee were informed there was no school - Cllr Buxton responded that a school was expected as consultation was underway with the County Council and a site had been designated.</p> <p>Recommendation from DMC to add Dunkeswell to the list with build up area boundary</p> <p>What evidence supported that statement by Cllr Buxton? Follow up by officers and Clerk of Dunkeswell confirmed that no plans by Devon County Council for a school. Clerk also checked if any plans for a free school, again no plans.</p> <p>When produced the sustainability assessment was undertaken (which determines which villages should retain BUABs) DCC confirmed no plans for a school.</p>
Council	<p>26 March 2015</p> <p>David Mortimer (public) spoke to ask to add Chardstock to list of sustainable villages on the Local Plan having build up boundary, in light of DMC recommendation to include Dunkeswell.</p> <p>He stated that he agreed with the DMC recommendation to add Dunkeswell; transport as a measure of sustainability is too simplistic. Why not add other villages with similar; in terms of Chardstock, stated that it had an undersubscribed new primary school with 66% of pupils coming from outside the parish village school, and a number of other facilities and services available in the village.</p> <p>Councillor Andrew Moulding proposed to add Chardstock; Including stating reasons of school of 150 pupils in place, community services and transport available at one end of location which could be reached by the community.</p> <p>The proposal was debated with councillors speaking both for and against inclusion; in response on request of the Chairman, the CX reminded the Council of the officer advice that the village did not meet the criteria but there were clearly opposing views and the proposal should be voted on.</p> <p>Carried on vote to include Chardstock in the BUAB list. DMC recommendations agreed, therefore also including Dunkeswell.</p>
	<p>Email from Cllr Giles to Chief Executive 27 March 2015</p>

	<p>“I am writing to express my great unease about the way a decision was made about Chardstock at yesterday’s Extra Ordinary meeting of EDDC to make submissions to the Local Plan Inspector.</p> <p>I was unaware, and I suspect the vast majority of councillors were unaware, that a decision about the status of Chardstock was to be made at the meeting. Certainly there was no specific documentation supplied for the meeting to suggest this.</p> <p>At the beginning of the meeting, under the public speaking arrangements, a Mr David Mortimer spoke in support of Chardstock being a sustainable community and seeking its designation to be changed. As I recall Mr Mortimer gave no details of himself, of where he lived, of whether he was a landowner in Chardstock, or whether he was acting for a landowner in Chardstock. Of course if he fitted into either of the last two categories that would not have stopped him speaking – but it would have been relevant to know.</p> <p>There was no further mention of Chardstock until much later in the meeting when the Council Deputy Leader, Councillor Andrew Moulding (who is not the ward member) spoke in favour of Chardstock’s status being changed because it is a sustainable location. As I recall (but I apologise if I am wrong), Councillor Moulding said that Mr Mortimer was speaking on behalf of Chardstock Parish Council. There seemed to be considerable doubt about whether Mr Mortimer was actually speaking on behalf of Chardstock Parish Council. My recollection is that he did not say he was.</p> <p>My particular concerns are that a decision was taken without any information to justify it, in spite of the Inspector making very clear that he wanted an evidence-based Local Plan submission from EDDC.</p> <p>Specific questions that I would like answered please are:</p> <p>What is the Chardstock Parish Council view on the redesignation of Chardstock, as far as we are aware?</p> <p>Did Chardstock Parish Council make a recent submission to EDDC relevant to the Extra Ordinary meeting of yesterday?</p> <p>When and what was the nature of the most recent Chardstock PC submission to EDDC about its situation in the EDLP?</p> <p>What evidence does EDDC have of consultation exercises undertaken within the Parish of Chardstock about the EDLP? If EDDC has such evidence, what does it show of the view of chardstock residents?</p> <p>What discussions specifically about Chardstock took place at or following the EDDC LDF/LP Panel hearings?</p> <p>I look forward to early answers to the above questions.</p> <p>Meanwhile I am greatly concerned that a fundamental change of policy was agreed at a meeting yesterday without any supporting documentation, purely on the basis of arguments made at the meeting by just two people – one a councillor and the other a member of the public, on a matter that (unlike the Sidford 5ha of employment land) had not previously been discussed, and on which the view of the Parish Council was uncertain.”</p>
<p>Development Management Committee</p>	<p>21 April 2015 Approved 15/0217/FUL in YARTY ward (Chardstock) for five dwellings against officer advice on unsustainable location.</p>
<p>Cabinet</p>	<p>17 June 2015 Representation from one Chardstock Parish Councillor that decision taken by Council was not evidence based</p>

Scrutiny Committee	<p>25 June 2015 Representations from two Chardstock Parish Councillors that the decision taken by Council to include Chardstock was not evidence based</p>
DMC	<p>14 July 2015 Application 15/1007 South View, Chardstock decision was refused:</p> <p>Extract from recommendation (which was adopted as reasons for refusal)</p> <p>“Whilst in other respects the application is considered to be acceptable and despite the site's location within the village and the built-up area boundary, defined under the Adopted East Devon Local Plan, this is not considered to be a sustainable site to accommodate new development. Chardstock has only a limited range of services and access to a wider range of services and employment opportunities, necessary for day to day living, is only available via private transport due to the lack of public transport service to the village.</p> <p>Despite the site being included with the draft New Local Plan Strategy 27 as a sustainable village, this policy can only be afforded limited weight as the Strategy has been out to public consultation and has not been endorsed by the Local Plan Inspector and as such the application falls to be considered on the basis of its sustainability.</p> <p>As such, the limited social and economic benefits that would arise from the delivery of a single dwelling are considered to be outweighed by the environmental impact of the development resulting from its unsustainable location served by a limited range of services and lack of public transport. The application is therefore recommended for refusal on this basis”.</p>
January 2016	<p>Inspector report on Local Plan</p> <p>Paragraph 31 – “Chardstock and Dunkeswell have limited facilities and do not benefit from access to public transport. Their addition to Strategy 27 is not supported by the Council’s Small Towns and Villages Development Suitability Assessment 2014 and I have removed them from Strategy 27”</p>

Report to: **Overview and Scrutiny Committee**

Date of Meeting: 18 February 2016

Public Document: Yes

Exemption: None



Agenda item: 10

Subject: **Quarterly monitoring of performance – 3rd quarter 2015/16 October to December 2015**

Purpose of report: This report provides performance information and progress against our promises and priorities as outlined in the Council Plan. This cumulative quarterly information will be used to provide an annual review of our performance against the Council Plan in the Annual Report.

Recommendation: **It is recommended that Members consider performance against delivery of the promises/priorities in the Council Plan, key service objectives from service plans and performance measures for the 3rd quarter of 2015/16 so that issues can be addressed in a timely way.**

Reason for recommendation: So that Members can gain a clear view of progress against what we said we would deliver in the Council Plan and deal with performance issues arising.

Officer: Karen Jenkins, Strategic Lead – Organisational Development and Transformation

kjenkins@eastdevon.gov.uk

ext 2762

Financial implications: There are no direct financial implications.

Legal implications: No legal comments are required

Equalities impact: Low Impact

Risk: Low Risk

A failure to monitor performance may result in customer complaints, poor service delivery and may compromise the Council's reputation.

Links to background information:

- [Appendix A – Performance against Council Plan and our key performance indicators](#)
- [Appendix B – Performance against Service Plans and their objectives](#)
- [Appendix C - Explanations and definitions.](#)

Link to Council Plan: Living, working, enjoying and outstanding Council

Report in full

1. Appendix A gives an overview of the performance against measures in the form of gauge charts for the council promises taken from the Council Plan 2014 Refresh, key performance indicators and objectives from the service plans. The report also provides detailed information on the status of the council promises and key performance indicators.

2. Appendix B shows progress against service plan objectives linked to the council aims in the form of gauge charts with the reports from SPAR.net detailing the progress of all objectives from the service plans.

3. Detailed progress of all of the council promises can be found in [Appendix A](#). Most of the council promises for 2015/16 are showing as achieved or on track, however one is showing a status of concern and four are reporting variation, the detail of which can also be found in [Appendix A](#).

- **Invest in further regeneration in our priority towns and look for opportunities in all our towns to invest in their economies and make best use of our assets** - Unable to progress this project due to team resources being used on other key projects.

4. There are two service objectives showing a status of concern and eleven showing as variation, the detail of which can be found in [Appendix B](#).

- **Undertake Fire Risk Assessments in flats and implement any improvements** - Recently set the Senior Technical Officer (programme works) an objective to review current programme with a view to formulating proposals for going forward. We need to take stock and assess against previous objectives with regards to what is behind and what we should prioritize going forward.

There are currently some concerns in this area with regards to risk-hence re-classification of concern

- **Resolve penetrating dampness issues and ensure wind and weather tight properties** – Ongoing, meeting set with loss adjustor to set out timescales for insurance issue around storm damage claim. Issue has had to be escalated through Service Leads due to significant time that is now passing and the financial consequences.

5. There are three performance indicators showing a status of concern and four showing as variation, the detail of which can be found in [Appendix A](#).

- **Working days lost due to sickness absence** - Sickness for December last year was 7.61 per person. Based on the current outturn of 7.24 FTE days the final absence figure is projected to be 9.65 FTE days per person.
- **Percentage of other planning applications determined within 8 weeks** - This is not a true reflection of the amount of work that has been put in to clear the backlog of planning applications that were sitting in the system. The past quarter has seen a marked increase in the number of decisions issued, however as this return is completed on a cumulative basis the slower performance for the first 2 quarters will have had a detrimental effect on this and the subsequent quarter. The figure for this quarter alone is 73% of decisions issued within 8 weeks, a marked improvement from the first 2 quarters.
- **Number of random vehicle license checks** - Since June we have encountered significantly more work checking driver's records caused by the government's decision to abolish the driving licence counterpart. We anticipate further DVLA changes and the process will be reviewed in the light of those changes. Unfortunately the numbers of checks we have been able to carry out this year have also been seriously curtailed because of officer illness including the lead officer for taxi licensing. At this time we are now up to full strength and providing no further unexpected issues arise every effort will be made to recover lost ground.



Quarter 3 Performance Report 2015-16

Performance Overview, Council Promises and Key Performance Indicators

February 2016

Document Key

Promise Status classification

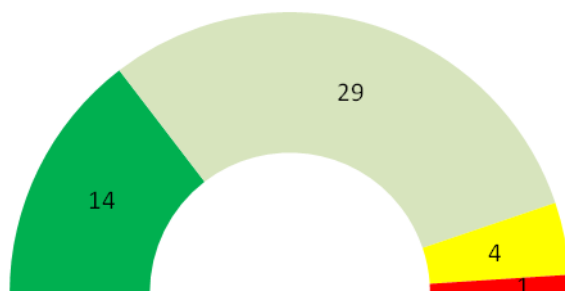
- Red (Concern) highlights targets with serious problems or significant delays.
- Amber (Variation) indicates actions with mild concerns or minor setbacks.
- Green (Achieved) displays special achievements or early completions.

Performance Indicators (PI)

- The 'Previous Year End' column reports performance at the end of 2014/15, if that information is available.
- The 'Current Target' column represents the annual target some measures no longer have targets or are not suitable for targets.
- The columns 'Q1 Act', 'Q2 Act', etc. show the actual year to date situation for each Performance Indicator. The key for the colours is as follows:
 - Red (Concern) – if the PI is 10% or more below the target.
 - Yellow (Variation) – if the PI is between 10% and 0.1% below the target.
 - Green (Achieved) – if the PI and the target match exactly or the PI is above the target.
- The Direction of Travel column shows if the PI has improved since the same period last year. An up arrow showing improvement, a down arrow showing deterioration and a level arrow showing a static trend.

Overview of our performance – Quarter Three 2015/16

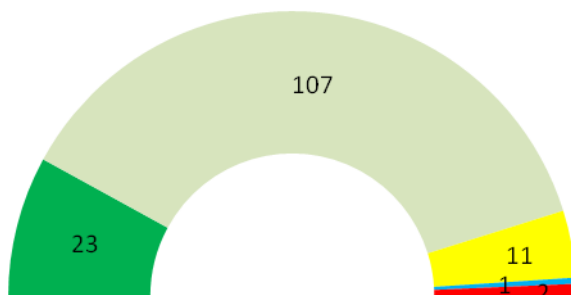
Chart a. Performance against our Council Plan 2014-16 – for more detail please see the following pages



Number of Measures
(Total measures for outcome = 48)

■ Achieved
 ■ On track
 ■ Variation
 ■ Concern

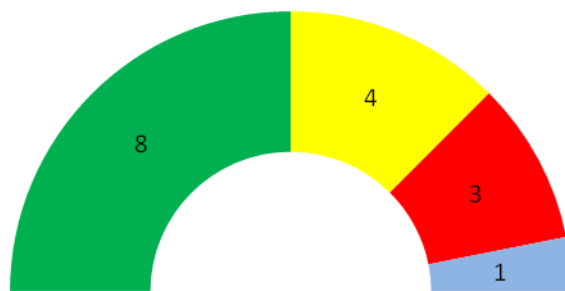
Chart b. Performance against our Service Plan Objectives – for more detail please see appendix B



Number of Measures
(Total measures for outcome = 144)

■ Achieved
 ■ On track
 ■ Variation
 ■ Data not yet applicable
 ■ Concern

Chart c. Performance against Key Performance Indicators - for more detail please see the following pages



Number of Measures
(Total measures for outcome = 16)

■ Achieved / Excellent
 ■ Variation
 ■ Concern
 ■ Data not yet available

Council Promise - Living in an outstanding place

Outcome - Make more affordable, good quality homes available for our residents

Council Promise 2014-16	Status	Comments
Build at least 100 affordable new homes per annum.	On Track	
Deliver a new local plan which meets the district's aspirations and needs in terms of housing and employment provision whilst protecting the natural environment.	On Track	We have now received the Local Plan Inspectors final report on the Local Plan which concludes that the plan is sound and therefore meets the needs of the district. Plan now adopted on 28 January 2016.
Invest in excess of £7 million each year in maintaining and improving the council's housing stock.	On Track	The Housing Revenue Account Business Plan and current year budget identifies funds available to deliver this objective and we have improvement and repair programmes that will take up the spend during the financial year. A review of the Business Plan will be undertaken in 2016.
Invest in supporting communities to plan their future by helping them create neighbourhood plans and by continuing to develop our neighbourhood initiatives.	On Track	We continue to provide support for neighbourhood planning groups of which there are over 30 across the district. We have 1 dedicated officer and a further officer who spends part of their time on neighbourhood planning representing a significant proportion of the Planning policy teams staff resources.
Produce at least one rural affordable housing scheme each year.	Achieved	Five Rural schemes have been completed.

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Number of affordable homes delivered	359	50 (2/4)	62	51	Not available		↓	Awaiting completion data from the Registered providers.

Outcome - Maintain residents' high satisfaction with their area and home as places to live

Council Promise 2014-16	Status	Comments
Continue development at Cranbrook and elsewhere to ensure best quality of build and design of homes, high street and public spaces.	On Track	Now that the Local Plan has been found sound we have some certainty over levels of development at Cranbrook and how they should be accommodated which will aid preparation of the Cranbrook masterplan which will provide guidance on quality of design and build at Cranbrook into the future. An issue and options consultation on this document is due to start in the Spring. In the meantime at Cranbrook and elsewhere officers continue to negotiate the best design solutions we can, however again the added strength of having up-to-date adopted Local Plan policies will assist.
Continue to be in the top ten areas in the country for producing the lowest amount of waste	On Track	No data is as yet available for Q3 as it takes several months for waste data to be audited by the national waste data flow service. However, there are no signs that we are off track. Government tend to release annual data several months after year end, so it may be November 2016 before we have figures for 2015/16.
Continue with our acclaimed participatory budgetary work	On Track	We continue to provide infrastructure for communities through the participatory budget work. Now that our Community

allowing communities to decide and develop play and leisure facilities.		Infrastructure Levy (CIL) charging schedule has been found sound the processes and procedures that lead to the allocation of funding will have to be reviewed and redesigned to take account of the shift to CIL. In the meantime the existing system will operate to organise the spend of Section 106 receipts.
Deliver the new waste and recycling contract to expand the recyclable materials we collect including cardboard and mixed plastics and negotiate a new contract that represents best value for the residents of East Devon.	On Track	Council is procuring a new contract. Best and Final Offers (BAFO) stage was reached in December 2015. Submissions are being reviewed and a report to council to recommend a bidder will be made via report to council at its meeting on February 10th 2016. The new contract will commence in July 2016, not April as first planned.
Continue to deliver street cleansing and grounds maintenance services that meet residents' expectations and keep satisfaction high.	On Track	
Make sure that new developments are supported with the right level of investment in infrastructure to benefit the community.	On Track	We continue to negotiate to secure the necessary infrastructure to support development subject to viability. Now that the Council's Community Infrastructure Levy (CIL) charging schedule has been found we will need to implement CIL at which point a standard charge per square metre of development will be applied as a contribution towards off-site infrastructure and so this will happen as a matter of course with no need for negotiation other than for on-site infrastructure such as on-site open space and affordable housing.
Monitor bathing water quality and work closely with other agencies and local landowners to reach long term and sustainable solutions to the issues arising.	On Track	
Undertake more detailed planning across the district in partnership with Devon County Council to enable us to deal with extreme flooding events and ensure that the appropriate flood defences are delivered such as the scheme at Feniton.	On Track	David Turner is now in post and has had several meetings with the Environment Agency to discuss priorities in relation to this objective. He is building his key contacts and an understanding of the districts flooding issues to be able to plan for future schemes. David is also working closely with Devon County Council as the lead local flood authority to investigate the Christmas 2015 flood incidents and produce an action plan following this.
Update our plan for best use of the council's portfolio of assets so that we achieve best value for money and community benefit.	Achieved	Cabinet endorsed the refreshed plan on 05/03/2014
Work with our partners to improve public health and well being across the district.	Achieved	Public Health Plan adopted. Local Public Health Steering Group established. Public Health Projects Officer appointed. Progress document sent to Devon County Council. Outcomes being presented in a Public Health Annual report/statement.

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Number of households living in temporary accommodation	3	30 (3/4)	3	2	1		↑	
Percentage of	48 (3/4)			46%	Estimate			Waste Data Flow, the

Household waste sent for reuse, recycling and composting					45%			organisation that compiles national waste statistics for each council in England, is currently redeveloping statistical analysis following changes to the way in which they compile data. I have checked the system today and at the time of writing there is no information from them to provide for this performance indicator. 45% is provided as an estimate. Full figures for Q3 won't be available until Feb/March 2016.
Residual household waste in kg per household	79 (3/4)			160kg	Estimate 80kg			We don't have figures for Q3 as information provided by the council is still being audited by the national waste audit service, Waste Data Flow. An estimate is 80kg's per household for the quarter [240kg's for quarters 1-3 inclusive].
Percentage of Municipal waste for disposal (incineration and landfill)	52 (3/4)			52%	Estimate 55%			Waste Data Flow, the organisation that compiles national waste statistics for each council in England, is currently redeveloping statistical analysis following changes to the way in which they compile data. I have checked the system today and at the time of writing there is no information from them to provide for this performance indicator. 55% is provided as an estimate. Actual figures for Q3 won't be available until Feb/Mar 2016.
Improved street and environmental cleanliness – fly tipping	2	3 (3/4)	3	2	2		↑	

Council Promise - Working in an outstanding place

Outcome - Deliver a thriving, competitive local economy

Council Promise 2014-16	Status	Comments
Campaign with our partners to secure improved infrastructure especially road and rail to improve the overall accessibility to and through the district.	On Track	Ongoing advice and lobbying of Local Enterprise Partnership (LEP) relating to regional transport infrastructure. Preparation underway for Regional Growth Fund round 3 in liaison with the Growth Point Team, as well as further development of Enterprise Zone proposal following government approval of first round bid. Continued membership of airport consultative group. Continued joint working with neighbouring authorities, LEP and Homes and Communities Agency. Science Park centre and airport road completed.
Continue consultation with the East Devon chambers of commerce to keep the present regime of parking and charges in East Devon under review.	On Track	
Continue to successfully pursue future funding opportunities to support incoming housing and commercial development in the district.	On Track	Negotiations underway with Homes and Communities Agency regarding Cranbrook infrastructure investment. Met Office Super Computer site development underway. Inter Modal Freight Transport site development now to deliver 50,000 square meters plus of logistics by Lidl, having bought site from Sainsbury's. 450 jobs will be created. Cranbrook now passed 1,000 homes built. Enterprise Zone first stage bid approved and business planning for detailed proposal underway.
Continue to work in partnership with Devon County Council on the roll-out of super-fast broadband internet connections so that East Devon gets the benefit.	On Track	The Economic Development Manager remains in regular contact with the Connecting Devon & Somerset (CDS) team and have met recently to receive an update on Phase 1 roll out. We also monitor the delivery updates at connectingdevonandsomerset.co.uk In the current quarter, a significant level of premises, planned development, publicly owned land and infrastructure data has been supplied to the CDS team via Economic Development to enable their second attempt at procuring a Phase 2 Superfast Extension Programme Supplier. The Economic Development team is also currently working with CDS to secure a series of business support and information events, the first of which will take place at the Business Centre in Honiton. These will be actively marketed via the Mint UK contact database and local business representative groups.
Explore the construction of new business units around the district to cater for the high level of demand.	Achieved	Planning permission has been achieved for the construction of 22 new business/workshops in Seaton. A Financial feasibility exercise is being undertaken by Estates and Property Services to identify the funding that will be required to deliver the units. At this point a significant funding gap has been identified. The Serviced Workspace Report has been produced by our consultants, Drivers Jonas which has identified the prime areas of the district where new serviced offices may be suitable for development. Work on this and the outcomes of the report is on-going.
Facilitate strategic and practical workshops with town and parish councils to work together	On Track	

in understanding budgetary issues for 2015/16 onwards.		
Find ways to promote inward investment and new business growth.	On Track	Seaton Jurassic Centre completed, opening March 2016 following full fit-out. East Devon District Council continues to pursue regeneration investment in Exmouth. Ongoing discussions with Exeter Heart of Devon (EHOD) to develop joint investment promotion across the wider economic area. Local Authority Business Growth Initiative (LABGI) future usage approved by Cabinet and will include business engagement and promotion of business growth.
Invest in further regeneration in our priority towns and look for opportunities in all our towns to invest in their economies and make best use of our assets.	Concern	Unable to progress this project due to team resources being used on other key projects.
Work with partners to improve and diversify the skills on offer to the district's workforce.	On Track	The Economic Development team liaise closely with, and provide local data and consultation to the Project Manager for the Exeter & Heart of Devon Employment & Skills Board. This has included providing joint responses to the Devolution Bid around local skills and employment as well as successful promotion of the Construction Skills Concordat through the internal contracting procurement process.
Work with the Heart of the South West local Enterprise Partnership to deliver economic growth.	On Track	Local Enterprise Partnership (LEP) Growth Fund project announced and includes Science Park investment. We are also proposing to submit EU Structural Fund bids to LEP but await call for bids. Ongoing discussions with LEP officers and district partners to promote wider economic area. Joint working with LEP to progress Enterprise Zone business plan.

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Creditor days - % of invoices paid within 10 working days	96	95 (9/12)	94	93	96		↑	
Creditor days - % of invoices paid within 30 days	99	99 (9/12)	98	98	98		↓	

Council Promise – Enjoying this outstanding place

Outcome - Provide cultural and leisure activities accessible to all residents and visitors

Council Promise 2014-16	Status	Comments
Appoint a part-time arts development officer to underpin the work of the arts and culture forum.	Variation	Post frozen as part of Medium Term Financial Plan decisions.
Complete a programme of visitor infrastructure improvement at the Axe Estuary Wetlands to coincide with the opening of the Stop Line Way cycle routes.	On Track	New panels, banners and fingerposts produced and ready for installation. Broadband up and running in the Lookout.
Develop ideas and income-generating projects to keep creative art workshops and international art exhibitions available and accessible in our district.	On Track	Recent success with Arts Council grant application made by the Thelma Hulbert Gallery has brought in artist workshops for schools and the wider community.
Develop the business case and governance arrangements for setting up a trust for the Thelma Hulbert Gallery.	Variation	Not pursued - Led decision not to proceed with taking on the gallery. Option is still open if in the future that is reconsidered by their Trustees.
Implement a new policy relating to motor homes to welcome day visitors to East Devon's towns.	Achieved	
Work with Exmouth Town Council to bring back the land train for the enjoyment of our residents and visitors.	Achieved	

Outcome - Protect and enhance East Devon's natural environment and its habitats and wildlife

Council Promise 2014-16	Status	Comments
Appoint a Cranbrook Country Park ranger engaging with the local community and schools to establish events, projects and volunteering initiatives.	Achieved	Post appointed in 2014
Complete a beach management plan for Sidmouth to assess future sea defences	Variation	The October steering group went ahead and discussed the baseline reports as planned. We are now reviewing the long list of beach management options and have had another steering group meeting on 15th Jan to get feedback from the community representatives on what they consider should be taken forward to the shortlist. This meeting has led to a little more work to consider further the reasons for some of the options. This will delay our progress by around 4 weeks. Following this we should have an agreed shortlist which we can take forward to the next stage. The completed BMP should be ready in mid to late Summer 2016.
Complete a programme of habitat creation works to 10	Variation	Still being held up by agricultural tenant issues.

hectares of newly acquired land at sheep's marsh.		
Complete and promote the Axe Estuary Wetlands as a regionally important wildlife destination.	On Track	Further work has been done on the cycleway and also improving visitor facilities around the car park and entrance gateway to the site.
Take part in a multi agency study of the Exe Estuary, Dawlish Warren and Exmouth beach to plan for future delivery of sea defence and beach replenishment that may be required over the coming years.	Achieved	We now have the draft Beach Management Plan (BMP) from Halcrow following the earlier scientific study that was communicated to the Task and Finish Forum (TAFF). The actions from this mirror what was reported earlier, we will in due course report back to the TAFF on the Exmouth BMP.
Deliver a green space strategy which will provide a robust plan to make sure East Devon's open spaces are used to their full potential.	On Track	StreetScene team considering their input into the Green Space Strategy during February and March 2016. Once their comments collated a final edit will take place and a draft version prepared for consideration by Cabinet likely late Spring/early Summer 2016.
Establish a monitoring programme for key habitats and species across all our nature reserves.	Achieved	Countryside Team Leader has a monitoring programme in place for all our Local Nature Reserves
Work with partners to help make sure we protect the Exe Estuary and Pebblebed Heaths from the impacts of new development.	Achieved	Countryside team continues to support the work of both Partnerships with project based work and also shared events such as Heath Week.

Council Promise – Outstanding Council

Outcome - Efficiencies: financial and time-saving

Council Promise 2014-16	Status	Comments
Creation of a shared ICT service for East Devon, Exeter and Teignbridge. If approved, implementation will begin in July 2014.	Achieved	STRATA launched on the 1 st November 2014
Deliver a 2020 vision transformation strategy that will prepare us for continued reductions in government funding. This will outline the criteria that we will use to direct our financial and other resources so that we can continue to be an outstanding council despite the financial constraints.	Achieved	
Plan carefully the office relocation so that we minimise any potential service disruption and issues for customers and officers.	On Track	Office design team commissioned and consultation with tenants and users of Exmouth Town Hall and East Devon Business Centre live. Detailed design of both sites underway and Interim Construction Contractor commissioned. Relevant planning applications expected June/July. Office works to commence August 2016.

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Percentage of Council Tax collected	98.83	87.07 (9/12)	30.89	58.18	86.70		↓	Although the collection rate is down on last year, the difference has been fractionally reduced.
Percentage of Non-domestic rates collected	98.44	84.37 (9/12)	31.24	59.23	84.17		↓	
Proportion of outstanding debt that is more than 90 days old from date of invoice	16		18	22	28		↑	
Working days lost due to sickness absence	10.41	6.38 (9/12)	2.63	4.79	7.24		↑	Sickness for December last year was 7.61 per person. Based on the current outturn of 7.24 FTE days the final absence figure is projected to be 9.65 FTE days per person.
Total average headcount (quarterly total)	478		482	485	491		↑	
Cumulative Staff Turnover as a percentage of all staff (voluntary leavers)	7.97		2	5	6		↑	
Employee Satisfaction	84		n/a	n/a	n/a			

Number of Level 2 complaints (year to date)	35		8	18	26		↑	
Number of Freedom of Information Requests (year to date)	486		164	306	414		↑	
Percentage of planning appeal decisions allowed against the authority's decision to refuse	23	30.0 (9/12)	14.3	22.2	27.0		↓	
Number of random general licence checks	204	139 (3/4)	41	86	159		↑	
Number of random vehicle licence checks	157	113 (3/4)	25	35	54		↓	Since June we have encountered significantly more work checking driver's records caused by the government's decision to abolish the driving licence counterpart. We anticipate further DVLA changes and the process will be reviewed in the light of those changes. Unfortunately the numbers of checks we have been able carryout this year have also been seriously curtailed because of officer illness including the lead officer for taxi licensing. At this time we are now up to full strength and providing no further unexpected issues arise every effort will be made to recover lost ground.
Percentage of councillors accessing electronic information	94	100 (3/4)	100	100	100		↑	
Proportion of Councillors trained in regulatory functions	100	75 (3/4)	96	100	100		↔	
Missed bin collections per 1000 households	0.06		0		0		↑	

Outcome - Improved service through understanding our customers and making good use of web & mobile technology

Council Promise 2014-16	Status	Comments
Make sure that people are supported in making the culture change to mobile working, paperless environment and new ways of working.	On Track	
Continue to ask our customers	Achieved	The Viewpoint Survey for 2014 has been completed. This

what they think of the services we provide through the viewpoint survey and act on what they tell us.		gathered views from residents, town and parish councils and equality partners. Results have been published and will also feature in the annual performance review document which was produced in the summer of 2015.
Deliver a new system for our council tenants, business rate payers and council tax payers to make sure that our services are more easily available online for our customers who prefer to use the internet to do business with us	On Track	This is basically the Open for Business project. The current status is that all major customer processes have been designed with the service leads and where it has been possible to do so, the interactions and transaction capability has been put on line through the website. The technology used to make this happen is now dated and a refresh is being planned alongside Exeter and Teignbridge who are also looking for similar technology.
Identify office spaces that officers can use to meet customers across the district or to 'touchdown' without the need to come back to the office creating a more efficient way of working.	Achieved	We have documented details of council owned buildings that officers might use but the need for this will be mitigated given the consideration of a two site location for the council's offices, the use of surgeries across the district based on demand, a more mobile workforce and an increasingly capable website.
Use systems thinking principles to redesign processes where service improvements are required as agreed by SMT.	On Track	
Make sure that we provide the right technology for officers to be able to work in a mobile and flexible way across the district for the benefit of our customers.	On Track	This relates to the delivery of a virtual desktop infrastructure as part of the Strata business case. This is currently on track with Exeter being the first recipient. East Devon are expected to start in April 2016.

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Percentage of minor planning applications determined within 8 weeks	40.88	48.75 (3/4)	37.03	42.00	44.50		↑	
Percentage of other planning applications determined within 8 weeks	75.30	80.0 (3/4)	63.49	66.00	68.23		↓	This is not a true reflection of the amount of work that has been put in to clear the backlog of planning applications that were sitting in the system. The past quarter has seen a marked increase in the number of decisions issued, however as this return is completed on a cumulative basis the slower performance for the first 2 quarters will have had a detrimental effect on this and the subsequent quarter. The figure for this quarter alone is 73% of decisions issued within 8 weeks, a

								marked improvement from the first 2 quarters.
Days taken to process Housing Benefit/Council Tax Benefit new claims and change events	5.74	6.55 (9/12)	6.19	5.35	5.36		↑	
% of residents who pay their Council Tax by Direct Debit	75		76	76	77		↑	

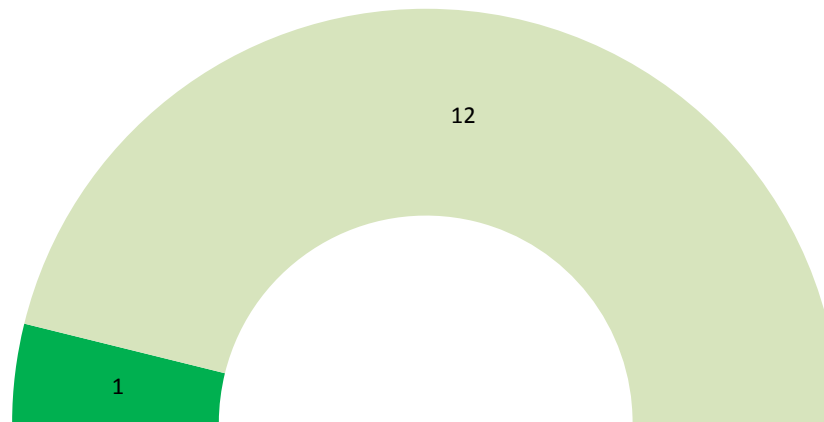
Performance Indicator not linked to any aims	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Number of redundancies (year to date)	5		0	2	2		↓	

PRIORITY ONE: Living in an outstanding place

a. Outcome Make more affordable, good quality homes available for our residents

Service Plan Objectives - Quarter Three Results 2015/16

**Progress towards
outcome**



**Number of Measures
(Total measures for outcome = 13)**

■ Achieved ■ On Track ■ Variation ■ Concern

Service Plan Objectives - Priority 1a

Annual report for 2015/2016

Arranged by Aims

Filtered by Aim: Outcome Make more affordable, good quality homes available for our residents

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 1a			
Outcome: Make more affordable, good quality homes available for our residents			
Key Strategic Objective			
Objective Status	Objective	Service	Comments
On track	<u>Achieve all responsive repairs within target timescales and at tenant's convenience</u>	Housing	Reported at 14th Jan Housing Revenues Board - update on changes to timescales. Board happy with how this is progressing, the success of the pilot was noted but still recognition that further work needs to be done on this. We need to get past the go live date for Open Housing, settle and then pick this back up.
On track	<u>Continue to secure affordable housing (and other planning benefit through planning and property transactions and appropriate advice to council committees)</u>	Legal, Licensing and Democratic Services	
On track	<u>Continue to support the development management function in securing the right development in the right place, and taking effective enforcement action against unauthorised and harmful development.</u>	Legal, Licensing and Democratic Services	
On track	<u>Continue to support the planning policy team in the development of the Local Plan and implementation of the Community Infrastructure Levy.</u>	Legal, Licensing and Democratic Services	
On track	<u>Deliver continuing improvements in communal cleaning</u>	Housing	Street Scene have advised that they will not now be able to produce a price for the cleaning service and we are looking at the possibility of going out to tender for this service.
On track	<u>Implement Assets and Services Plan for Cranbrook ensuring</u>	East of Exeter Projects	

Service Plan Objectives - Priority 1a

Outcome: Make more affordable, good quality homes available for our residents

Key Strategic Objective

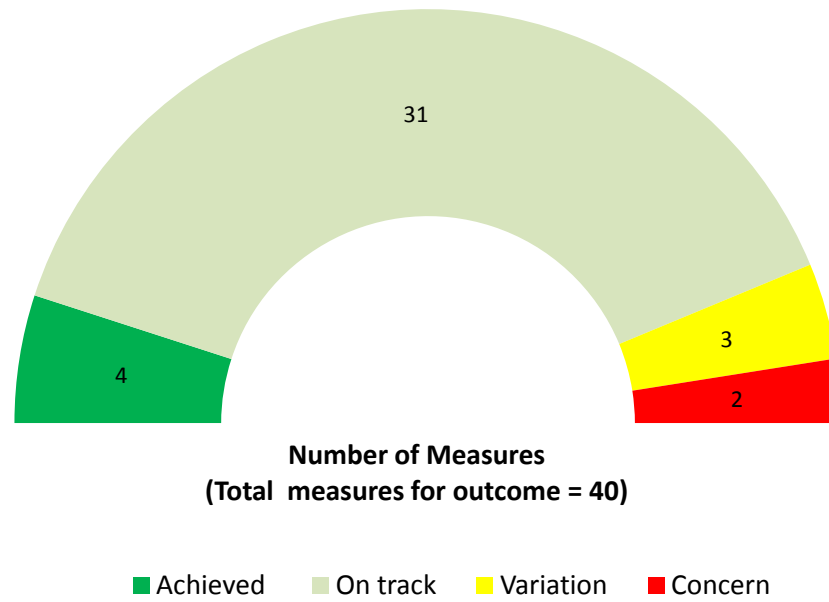
Objective Status	Objective	Service	Comments
	<u>timely and efficient delivery and that the creation of Cranbrook Town Council is supported.</u>		
Achieved	<u>Implement the Empty Homes Strategy and revise the action plan.</u>	Housing	Empty Homes Plan agreed/confirmed
On track	<u>Implement the Private Sector Housing Renewal Plan delivery actions.</u>	Housing	Monitoring of online/web communications with customers continues. Review in process for House in Multiple Occupation (HMO) Licensing procedures and processes to be completed by April 2017
On track	<u>Improve the environment on selected estates</u>	Housing	A regular programme of estate walkabouts and Blitz Days continues alongside one off projects where we work with tenants to improve local areas, currently Heathpark in Honiton and Kendall House in Honiton.
On track	<u>Maintain the Devon Home Choice regional Choice Based Lettings scheme and ensure that we match the right people with the right home.</u>	Housing	The Devon Home Choice system continues to be the vehicle for allocation of council housing
On track	<u>Meet the local offers/standards commitments to tenants contained in Our Commitments to You.</u>	Housing	Our local offers have been set out and consulted upon. We monitor compliance with the offers to tenants and report annually through the Annual Report to Tenants.
On track	<u>Through negotiation with developers to secure 500 affordable homes</u>	Planning Strategy and Development Management	We continue to negotiate with developers to achieve our affordable housing requirements. Negotiations are due to commence shortly over provision within the currently proposed Cranbrook expansion areas and these negotiations could be key to levels of provision over the coming years.
On track	<u>To promote and enable good development to maximise Business Rates retention and New Homes Bonus while protecting the district from harmful development.</u>	Planning Strategy and Development Management	The Planning Team continue to take a proactive approach to achieving good development and enabling development to proceed mindful of its importance in not just meeting the needs of the community for housing, employment, infrastructure etc but also in securing new homes bonus and business rates retention.

PRIORITY ONE: Living in an outstanding place

b. Outcome **Maintain residents' high satisfaction with their area and home as places to live**

Quarter Three Results 2015/16

**Progress towards
outcome**



Service Plan Objectives - Priority 1b

Annual report for 2015/2016

Arranged by Aims

Filtered by Aim: Outcome Maintain residents' high satisfaction with their area and home as places to live

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 1b			
Outcome: Maintain residents' high satisfaction with their area and home as places to live			
Key Strategic Objective			
Objective Status	Objective	Service	Comments
On track	<u>Act on the STAR tenant satisfaction survey results</u>	Housing	STAR Action Plan has been approved by the Housing Review Board and is regularly reviewed
On track	<u>Complete the risk assessments of private water supplies and maintain a sampling regime, providing an annual report on progress to the Drinking Water Inspectorate.</u>	Housing	Action plan reviewed quarterly to enable tracking of progress. Staffing resources have caused concerns with the action plan however this has been modified to enable us to keep on track.
On track	<u>Comply with the regulatory framework produced by the Tenant Services Authority and evidence achievement of the standards.</u>	Housing	We are implementing agreed policies and procedures to ensure compliance with what are now the HCA Regulatory Standards.
On track	<u>Develop targeted community projects and facilities for young people to develop their skills</u>	Housing	SWITCH activities are now running in Exmouth, Axminster and Honiton and plans to refurbish the community flat on the Heathpark estate are gathering pace. We have commissioned one day per week of Countryside team time so that their valuable knowledge and activities can be more accessible for housing tenants and their families.
Achieved	<u>Develop with our partner Sita an in-cab solution for the refuse and recycling fleet to improve customer service by being able to have more detailed information on collections and be able to react quicker to items such as missed bins and assisted collections</u>	StreetScene	The in-cab solution has been delivered and is operational across the SITA fleet.
On track	<u>Enable the introduction of Tenant Inspectors</u>	Housing	We have now recruited a team of tenant inspectors, they have been trained and are

Service Plan Objectives - Priority 1b

Outcome: Maintain residents' high satisfaction with their area and home as places to live

Key Strategic Objective

Objective Status	Objective	Service	Comments
			ready to inspect our void properties. Senior Technical Officer (day to day repairs) has had to ensure processes are in place and risks have been assessed, hopeful that our first few properties will be inspected over next few weeks.
On track	<u>Ensure that private landlords register with a regulator under the Redress Scheme, and ensure estate agents and managing agents display fees in a clear and effective manner.</u>	Housing	Planning to review landlords and managing agents details in 4th quarter. Further work being carried out on a Devon wide basis to ensure consistency.
Variation	<u>Establish the Vision Partnership Group for Cranbrook to guide the strategic development of the new community alongside masterplanning activity and the development of the economic development strategy.</u>	East of Exeter Projects	Establishment of group waiting for Issues and Options document to be published for consultation as this will include an updated vision for Cranbrook.
On track	<u>Expand homeless prevention work and have less temporary accommodation in use and fewer homeless acceptances.</u>	Housing	Number of households in temporary accommodation has been maintained at a low level due to pro-active actions such as successful prevention of potentially homeless approaches and effective management of temporary accommodation.
On track	<u>Expand the use of Home Safeguard including lone working and telecare services</u>	Housing	Our Lone Working monitoring facility is now being used by all of Housing and many other corporate teams. We are building our private customer base for lone working as well as for customers requiring the more specific telecare support such as movement monitors, pill dispensers, 'mind-me' trackers, etc.
On track	<u>Explore the options for a Handy Person Service</u>	Housing	We have gone back to Housing Revenues Board on Thursday 14th Jan and gained approval for the current pilot scheme to be extended by 6 months. This will take us up until the end of August 2016 at which point we would have fully reviewed the pilot scheme. Generally the pilot scheme has been very successful and early indication show there is a demand for the service from our service users.
On track	<u>Feniton – Deliver the next phases of the project to provide effective flood alleviation scheme for Feniton. Construction on-site due to commence in 2014 (small areas), with main construction due 2016.</u>	StreetScene	Phase 1 construction is complete (Ditching works near Metcombe and Sweethams cottages). This is a fantastic milestone for the project as after years of planning we have finally started construction. Phase 2 has been tendered (individual property protection works downstream) and is due to start shortly. Phase 3, the works to widen the culvert under

Service Plan Objectives - Priority 1b

Outcome: Maintain residents' high satisfaction with their area and home as places to live

Key Strategic Objective

Objective Status	Objective	Service	Comments
			the railway is due to be tendered soon following the successful completion of negotiations with Network Rail.
On track	<u>Implement a programme of fuel efficiency measures for off gas properties</u>	Housing	Ongoing objective. The current upgrade programme is being reviewed. We are reviewing work to date done on this with a view of setting up new programmes going forward.
On track	<u>Implement the Anti Social Behaviour, Crime and Policing Act 2014.</u>	Housing	Housing Officers have received training in this area and continue to use the new legislation to pursue cases where appropriate.
On track	<u>Implement the Home Energy Conservation Act Strategy aimed at improving the thermal efficiency of homes in the district.</u>	Housing	Cosy Devon continues until 2017. One bid submission successful to provide funding for 1st time gas central heating, delivery plan in progress on Devon wide scheme and being monitored by the Cosy Devon Steering Group.
On track	<u>Implement the loan scheme to provide alternative assistance through partners for elderly and vulnerable home owners to carry out repairs to their properties and to remain in their own homes.</u>	Housing	Continuing to work closely with Wessex our loan administrator to improve the take up of loans in East Devon.
On track	<u>Implement the Mobile Homes Act 2013.</u>	Housing	Working closely with Planning to improve communications regarding planning permission and licensing. First tranche of information from Council Tax has identified a number of sites which will be visited to discuss the Mobile Homes Act.
On track	<u>Improve conditions in the private rented sector using advice and enforcement, specifically targeting houses in multiple occupation.</u>	Housing	Continuation of reviews of procedures and processes for advice and enforcement. New regulations with associated fines etc still being reviewed with various reports to go to Cabinet for approval to be completed by April 2017.
On track	<u>The introduction of Universal Credit will begin to affect our customers and we will need to work locally with DWP to keep customers informed and aware of the various implications.</u>	Finance	Universal Credit went live in East Devon on 9 November 15 for certain claimants only. We have regular meetings with DWP to discuss and resolve issues. A further update on the roll out of Universal Credit and how this will be scaled up is due to be announced by May 16.
On track	<u>Maintain a healthy Housing Revenue Account, manage debt/loan portfolio, and programmes of maintenance, improvement and adaptations to tenant's homes.</u>	Housing	We continue to make surpluses and build the Housing Revenue Account (HRA) volatility fund. We have made provision for maintenance and improvements together with staff, premises, transport etc costs of running the Service. We operate a Business Plan model. We are making provision for debt and

Service Plan Objectives - Priority 1b

Outcome: Maintain residents' high satisfaction with their area and home as places to live

Key Strategic Objective

Objective Status	Objective	Service	Comments
			put considerable effort into maintaining high rent collection performance. The government proposals for a 1% rent reduction per annum for four years is a major threat to this objective and the Business Plan will be comprehensively reviewed in 2016. We are proposing to restructure our debt to produce a balanced budget in 2016/17.
On track	<u>Maintain high levels of rental and other income whilst achieving affordable homes and affordable warmth for tenants</u>	Housing	The sum of rental income collected is 98.91%, and the sum of rental income excluding debt brought forward is 99.61% so we are on target and ensuring we have the income to fund affordable homes and warmth effectively.
On track	<u>Manage the impact of Welfare Reform including Universal Credit to minimise any adverse impact on tenants and the business.</u>	Housing	Effects of Universal Credit across the district is minimal and numbers of single people claiming have been very low, but we continue to roll out our digital projects to ensure these applicants are supported and can claim online and manage their finances to sustain their tenancies.
On track	<u>Asset mapping & condition survey. Map all of our assets (Street furniture, signs, bridges, flood defence schemes) so we can start undertaking pro-active asset inspections and condition surveys and plan a proactive maintenance budget. Transfer mapping info onto Emap to improve Customer Service Centre and customer information regarding Streetscene/Council assets. Agree an Asset inspection protocol and service asset management plan in conjunction with Estates and inspect assets accordingly</u>	StreetScene	Dave Turner our new Engineering Projects Manager is now coordinating the asset mapping and inspection work, bringing together the work of our technical officer and asset surveyor. Streetscene assets have been grouped into a classes list and mapping of the different classes has begun. We have a project meeting next month to discuss the overall timescale for completion. Investigations into systems to hold and manage the mapping data have also begun.
On track	<u>Negotiate district heating or carbon saving solutions from major strategic allocations</u>	Planning Strategy and Development Management	We continue to negotiate district heating or carbon saving solutions from major developments wherever possible.
On track	<u>Procure services and programmes efficiently achieving value for money for service users.</u>	Housing	We undertake periodic value for money reviews and benchmark our services through the HouseMark benchmarking club. We are a member of Advantage South West procurement club and report savings annually to the Housing Review Board.
On track	<u>Refresh the Homes and Communities Plan</u>	Housing	The Strategy Team are monitoring the Plan
On	<u>Reshape the Disabled Facilities</u>	Housing	Continuing involvement with Devon County

Service Plan Objectives - Priority 1b

Outcome: Maintain residents' high satisfaction with their area and home as places to live

Key Strategic Objective

Objective Status	Objective	Service	Comments
track	<u>Grant scheme in accordance with the Better Care Fund.</u>		Council and Devon local authorities to reshape the Disabled Facilities Grant (DFG) scheme across Devon. Submission of data requested quarterly. Funding for each local authority appears to be secure for this financial year. Additional comments include a new fast track process to be trialed from January 2016 for stairlifts and bathroom adaptations, all local authorities to be involved. Closer working with Social Services and Children's Services in this particular area. Ongoing discussions with Devon County Council over the Better Care Fund funding into the future for DFG's.
Concern	<u>Resolve penetrating dampness issues and ensure wind and weather tight properties.</u>	Housing	Ongoing Meeting set with loss adjustor to set out timescales for insurance issue around storm damage claim. Issue has had to be escalated through Service Leads due to significant time that is now passing and the financial consequences.
Achieved	<u>Review and have approved revised Licensing and Gambling Policies following statutory and guidance changes.</u>	Legal, Licensing and Democratic Services	
Achieved	<u>The local Council Tax Support Scheme for 2015/16 has been adopted with no amendments to the existing scheme other than applying appropriate uplifts. A Devon wide review with the Chief Finance officers to determine future direction of scheme. Any changes will include extensive consultation</u>	Finance	Scheme was agreed by Full Council in December 2015.
On track	<u>Review our Engineering department to ensure we have enough resource to competently inspect and asses our large structures, coastal defences and flood scheme assets as well as proactively planning for future flood resilience and other emerging engineering issues.</u> <u>- Systems thinking review of the service</u> <u>- Explore shared opportunities with district partners.</u>	StreetScene	Dave Turner our new Engineering and Projects Manager has started and we have successfully recruited to the role of Engineering Assistant (replacing Esther Harbour) as well as a new fixed term Engineering Assistant to help with the procurement and roll out of Cranbrook play sites. We have a fully resourced team and for the first time in a long time we can effectively plan and deliver against all the engineering demands placed upon us. Once the new team has bedded in and got to grips with he many work streams we will begin the process of systems thinking reviews.
On track	<u>See through examination a Community Infrastructure Levy</u>	Planning Strategy and	Inspectors report received, next stages are to establish procedures for charging.

Service Plan Objectives - Priority 1b

Outcome: Maintain residents' high satisfaction with their area and home as places to live

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>Charging Schedule and establish procedures for charging and collecting monies.</u>	Development Management	
Achieved	<u>Support tenants in holding an annual tenant conference</u>	Housing	The tenant conference was held on 15 October last year in Ottery St Mary and hailed a great success.
On track	<u>Support the Tenant Scrutiny process, Tenant Representative Group and Service Review Groups</u>	Housing	The Tenant Scrutiny Panel has completed its third review, this time of tenant participation, and has reported to the Housing Review Board. Officers are in the process of drawing up a work plan that will deliver the recommendations.
Variation	<u>To produce the Axminster Masterplan in conjunction with the town neighbourhood plan to direct development of the town site allocations.</u>	Planning Strategy and Development Management	A draft proposal for preparation of a master plan in association with the two main landowners/developers was prepared by officers but could not be agreed with one of the parties who wanted their own proposals for at least part of the site to be considered and determined before they would engage with a master plan. We are in the process of determining these applications and hope that it will be possible to work with both parties in the future to develop a comprehensive master plan for the site.
On track	<u>To produce the Local Development Scheme documents</u>	Planning Strategy and Development Management	Now that the Local Plan has been found sound it is possible to proceed with these documents with certainty of the policy position and as such documents such as the Villages Development Plan Document (DPD) and Gypsies and Travellers DPD can now move ahead at speed. Similarly the Cranbrook Masterplan is being progressed and it is hoped to consult on an issues and options report in the spring.
Variation	<u>To produce Town centre and high street resilience strategies</u>	Regeneration & Economic Development	The Economic Development Manager has supplied the Licensing team with a report evidencing support for increased levels of street trading and managed markets to increase footfall, local spend and economic resilience in our trading centres. A consultation is to be carried out in Spring 2016. Subject to the outcomes of that consultation and available resources within Economic Development options will be considered and reported for decision to members for action to enable and promote this aspect of town centre economic success.
Concern	<u>Undertake Fire Risk Assessments in flats and implement any improvements required to comply with good</u>	Housing	Recently set the Senior Technical Officer (programme works) an objective to review current programme with a view to formulating proposals for going forward. We need to take

Service Plan Objectives - Priority 1b

Outcome: Maintain residents' high satisfaction with their area and home as places to live

Key Strategic Objective

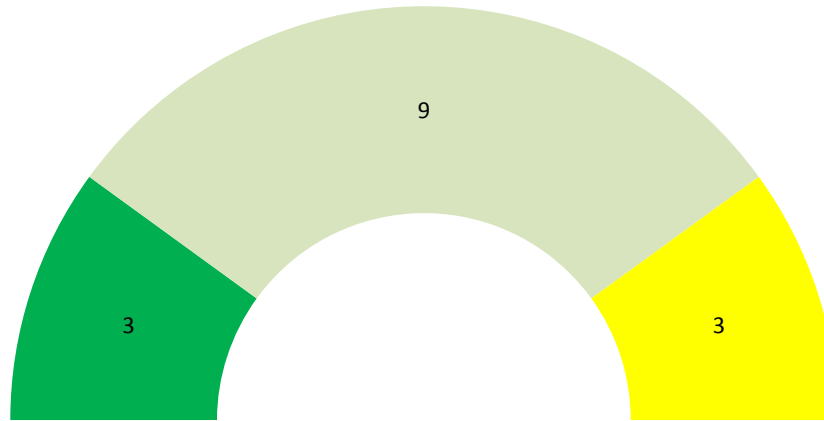
Objective Status	Objective	Service	Comments
	<u>practice advice</u>		stock and assess against previous objectives with regards to what is behind and what we should prioritize going forward. There are currently some concerns in this area with regards to risk-hence re-classification of concern
On track	<u>We will review and implement all relevant aspects of local air quality management in East Devon and we will to represent East Devon at the Chartered Institute of Environmental Health's Devon Air Quality Working Group. We will work with partners to develop the concept of "Healthy Honiton" into a project that relates to the Honiton AQMA.</u>	Env Health & Car Parks	
On track	<u>Work with partners and stakeholders to secure funding for the production of beach management Plans for Seaton, Sidmouth, Exmouth and Budleigh beaches. Submit scope of plans to Environment Agency for addition to the Medium Term Plan and try to access Flood Defence Grant in Aid funding. Consult with local users/stakeholders and fishermen to understand what is happening to the beaches and how this affects their use.</u>	StreetScene	

PRIORITY TWO: Working in an outstanding place

a. Outcome **Deliver a thriving, competitive local economy**

Service Plan Objectives - Quarter Three Results 2015/16

**Progress towards
outcome**



**Number of Measures
(Total measures for outcome = 15)**

■ Achieved ■ On Track ■ Variation ■ Concern

Service Plan Objectives - Priority 2a

Annual report for 2015/2016

Arranged by Aims

Filtered by Aim: Outcome Deliver a thriving, competitive local economy

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 2a			
Outcome: Deliver a thriving, competitive local economy			
Key Strategic Objective			
Objective Status	Objective	Service	Comments
On track	<u>Continue to support small and start up business through the proactive management of tenanted workspace</u>	Regeneration & Economic Development	We needed to take responsibility for, and address the low occupancy rate at East Devon Business Centre following recent uncertainty around the Centre's future. A proactive marketing and communication strategy was developed and initiated Sept 2015. Social media presence now established with no. of followers increasing steadily through regular updates. Target set of 1 x positive PR p/c/m. Currently on track. New, modern signage (consistent with EDDC branding) designed and installed Dec, 2015. New banner and flyers produced. Advertorials published in local media and office availability/benefits marketed via Federation of Small Businesses, Blackdown Hills Business Association, Business Info Point & Chamber newsletters. The result has been 2 new tenant business taking offices in Dec 2015 & Jan 2016 with a third office to be taken from Feb and another from March. This leaves just two offices remaining at the Centre available to rent, bringing us close to maximum occupancy. PR and social media to be maintained.
On track	<u>Develop a range of project investment opportunities across the District to be promoted to external funding streams and LEP:</u> <ul style="list-style-type: none"> • <u>Workspace close to key settlements to respond to demand for small/micro business space.</u> • <u>Cultural, leisure and visitor infrastructure investment in key settlements to modernise facilities, generate increased local economic</u> 	Deputy Chief Executive - Development, Regeneration and Partnership	Economic Development Manager working on economic intelligence and mapping. Local Authority Business Growth Initiative (LABGI) funds approved by Cabinet toward mix of economic users.

Service Plan Objectives - Priority 2a

Outcome: Deliver a thriving, competitive local economy

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>activity and meet the expectations of a diverse demographic.</u> <u>• Local skills and recruitment promotion.</u>		
On track	<u>Implement electronic working for Licensing Team, including mobile working</u>	Legal, Licensing and Democratic Services	
On track	<u>Legal strategy/implementation for major projects and processes (in-house with external resources as necessary).</u>	Legal, Licensing and Democratic Services	
Variation	<u>Refresh Exmouth Master Plan</u>	Regeneration & Economic Development	The refresh of the Exmouth Masterplan remains a Council commitment. Priorities are the progress of Queen's Drive regeneration, Mamhead Slipway redevelopment and the Coastal Communities Team Economic Plan. Existing resources are fully committed to these tasks.
Achieved	<u>Review the recommendations of the Workspace Review undertaken by Carter Jonas in conjunction with opportunities to deliver new employment generating projects on Council-owned sites. Identify funding requirements for the priorities arising from this review and submit a comprehensive funding bid to the Local Enterprise Partnership for financial support.</u>	Regeneration & Economic Development	There is one recommendation within the Carter Jonas Workspace review which can be actioned and is currently being delivered by the Economic Development team. This is a review of every one of the district's 35 employment centres, business parks and industrial estates to identify large B8, B2 vacant premises with potential for partitioning (by way of a joint venture with the owner) into multiple small workshop units which EDDC can manage the leasing of. The Economic Development team site review is also providing support to other services and saving costs in documenting evidence for the Planning Policy team to enable them to update their EDDC Employment Land Review. The review will be complete by mid Feb 2016, enabling relevant officers and members to shortlist potential sites ahead of exploratory discussions/meetings between the landlords and the EDM. All other recommendations in the Workspace Review involve further, site specific supply, demand and feasibility review. These will be undertaken when officer time can be allocated.
On track	<u>Secure investment to support the delivery of new jobs in the Growth point area including exploring new ways of simplifying the planning regime and securing inward investment.</u>	East of Exeter Projects	LIDL have confirmed that will be acquiring phase 1 of the distribution depot which has the potential to support the creation of 500 jobs

Service Plan Objectives - Priority 2a

Outcome: Deliver a thriving, competitive local economy

Key Strategic Objective

Objective Status	Objective	Service	Comments
On track	<u>Support the Exeter and Heart of Devon Employment and Skills Board to ensure a world class workforce and address potential skills shortages including in relation to construction skills.</u>	East of Exeter Projects	
Variation	<u>We will assess the feasibility of introducing the option of additional food hygiene inspections at the request of food business operators. This is likely to be a service that will be paid for at the point of delivery and it is envisaged that such visits could be requested on the basis that improvements have been carried out and that the operator would like a revised food hygiene rating sooner than he might expect under the current local authority funded regime. The service might also be of interest to food businesses who are interested in obtaining additional advice and support in connection with proactively improving their food hygiene rating score.</u>	Env Health & Car Parks	Charging for revisits is still not permitted.
Achieved	<u>We will carry out a cleaning review project at our higher risk food businesses, to educate proprietors on effective cleaning techniques and reduce risks to food safety</u>	Env Health & Car Parks	Completed and lessons learnt. Valuable technique that will be used frequently during routine inspections.
On track	<u>We will maintain existing service levels across the Commercial Premises Team, continuing to support businesses and encourage a thriving economy.</u>	Env Health & Car Parks	
On track	<u>We will raise awareness of the danger of extremism through the implementation of the Prevent project and cascade appropriate training to our own managers and workforce.</u>	Env Health & Car Parks	
On track	<u>We will review other models for the delivery of car parking services in our towns and communities and where appropriate we will consider alternative options to the traditional local authority run operation.</u>	Env Health & Car Parks	
Achieved	<u>We will review our arrangements for collecting cash from our car park pay and display machines and we will use our established procurement processes to ensure</u>	Env Health & Car Parks	

Service Plan Objectives - Priority 2a

Outcome: Deliver a thriving, competitive local economy

Key Strategic Objective

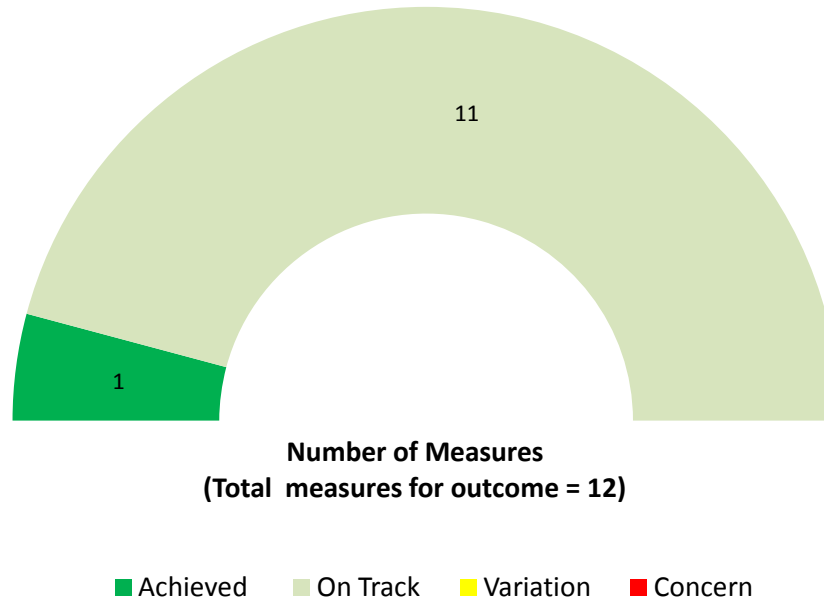
Objective Status	Objective	Service	Comments
	<u>that we deliver a robust, quality service that also provides good value for money.</u>		
Variation	<u>Work in partnership with Exeter, Teignbridge and the Construction Industry Training Board to integrate commitments to local employment and skills on major projects through Section 106 agreements.</u>	Planning Strategy and Development Management	Work with our partners to put in place measures to promote local recruitment on construction sites through the planning process was awaiting the Local Plan Inspectors report. The report however states that "The Council's desire for local young people to benefit from employment opportunities is laudable. However, requiring businesses to recruit such people is unlikely to satisfy the tests of need for the imposition of conditions or what may be lawfully taken into account as a planning obligation." As a result the inspector has amended the policy so that it simply encourages rather than requires provision. This will therefore make it hard to secure this measure albeit developers will be encouraged to make provision.

PRIORITY THREE: Enjoying this outstanding place

a. Outcome **Provide cultural and leisure activities accessible to all residents and visitors**

Service Plan Objectives - Quarter Three Results 2015/16

**Progress towards
outcome**



Service Plan Objectives - Priority 3a

Annual report for 2015/2016

Arranged by Aims

Filtered by Aim: Outcome Provide cultural and leisure activities accessible to all residents and visitors

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 3a			
Outcome: Provide cultural and leisure activities accessible to all residents and visitors			
Key Strategic Objective			
Objective Status	Objective	Service	Comments
On track	<u>Continue to support the work of Villages in Action ensuring that East Devon's rural communities benefit from high quality cultural & artistic performances.</u>	Countryside, Arts and Leisure	Grant provided is supporting a wide variety of events across EDDC's communities and showing good value for money
On track	<u>Deliver new countryside outreach work programme within targeted communities across East Devon collaborating with Housing</u>	Countryside, Arts and Leisure	The first 12 months of the countryside outreach project has been completed. This has been a huge success. During this quarter the project has ran a Wildlife gardening trial in Littleham, Exmouth, delivered 2 public pre-school nature events and delivered 4 sessions in conjunction with Sidmouth, Axminster and Honiton Childrens' centres. In addition this quarter has seen the delivery of bespoke outdoor sessions for two primary schools at Holyford Woods.
On track	<u>Develop a programme of health walks & green gym project and GP referral scheme that helps to deliver the East Devon Public Health Plan in collaboration with LED.</u>	Countryside, Arts and Leisure	Promoted LED health walks have been a success with 4 being advertised in the events guide. This will be increased next year to cover Exmouth in addition to Sid and Axe Valley areas. Early discussion with Public Health officer have taken place to look at green referral and piloting with a GP practice. Our volunteering programme is going well with over 100 registered volunteers. Active volunteers carried out over 1000 hours of work on EDDC countryside sites in this quarter. The majority of these days are practical in nature and provide physical and social benefits to the people involved.
On track	<u>We will work to safeguard the health and wellbeing of residents and visitors by implementing our food safety sampling and inspection</u>	Env Health & Car Parks	

Service Plan Objectives - Priority 3a

Outcome: Provide cultural and leisure activities accessible to all residents and visitors

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>programme and we will issue each of our catering and food retail businesses with a food hygiene rating score</u>		
On track	<u>Investing in and promoting the infrastructure and profile of East Devon's visitor economy and leisure</u> <input type="checkbox"/> <u>entertainment and cultural attractions. 2015/16 will see the operation of Exmouth Premier Inn</u> <input type="checkbox"/> <u>conditional contract for a watersports centre</u> <input type="checkbox"/> <u>construction of Seaton Jurassic.</u>	Regeneration & Economic Development	Seaton Jurassic will open in spring 2016
Achieved	<u>Manor Pavilion Theatre will be looking to introduce its own Gift Vouchers which will then be used and available every year</u>	Countryside, Arts and Leisure	Up and running since just before Christmas and been very popular
On track	<u>Continue with participatory budgeting work with town and parish councils to deliver sports and play areas.</u>	Org Dev	Still carrying out participatory budgeting work with town and parish councils to deliver sports and play areas. Currently working on around 20 general projects.
On track	<u>Produce a beach amenity development plan to cover all EDDC beaches. The plan will detail how we can better manage our beach amenity asset</u> <input type="checkbox"/> <u>and how we can improve it for the future.</u> <u>To include plans for better managing ASB nuisance from jet skis</u> <input type="checkbox"/> <u>partnership enforcement with Exeter and Teignbridge and plans for a patrol boat.</u>	StreetScene	Beach forum started and running. Beach awards being investigated.
On track	<u>THG to programme five significant exhibitions a year attracting an audience of 9000 annually</u>	Countryside, Arts and Leisure	6,635 visitors to Thelma Hulbert Gallery exhibitions between April and December 2015 so on track to meet the projected 9,000 audience figure.
On track	<u>THG will develop and expand outreach offer – taking resources out into community during exhibition changeover period to reach new audiences/ generate interest in exhibition programme and gallery activities.</u>	Countryside, Arts and Leisure	Outreach in this quarter ranged from a market stall to encourage more community engagement with the gallery; organising an fee paying artists evening talk at the Beehive Community Centre and workshops in partnership with Honiton Children's Centre for toddlers and their carers including one at the Beehive Community Centre.
On track	<u>We will continue to review our car park fees and charges</u>	Env Health & Car Parks	

Service Plan Objectives - Priority 3a

Outcome: Provide cultural and leisure activities accessible to all residents and visitors

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>and where appropriate we will respond to situations with special offers and we will report to Members with an annual review during the autumn.</u>		
On track	<u>We will listen to people who are telling us about issues with other people's dogs. We will develop our role in promoting responsible dog ownership and encourage adherence to good practice.</u>	Env Health & Car Parks	

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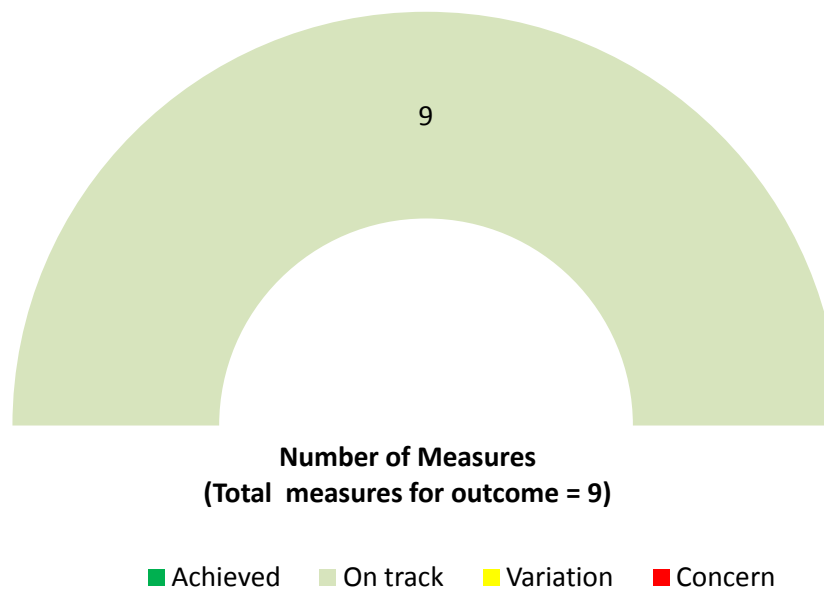
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PRIORITY THREE: Enjoying this outstanding place

b. Outcome Protect and enhance East Devon's natural environment and its habitats and wildlife

Quarter Three Results 2015/16

Progress towards outcome



Service Plan Objectives - Priority 3b

Annual report for 2015/2016

Arranged by Aims

Filtered by Aim: Outcome Protect and enhance East Devon's natural environment and its habitats and wildlife

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 3b			
Outcome: Protect and enhance East Devon's natural environment and its habitats and wildlife			
Key Strategic Objective			
Objective Status	Title	Service	Comments
On track	<u>Constitute a joint committee with Exeter City and Teignbridge District Councils</u>	East of Exeter Projects	First meeting due to take place February 2016
On track	<u>Continue to ensure that high quality & accessible green space is being provided within Cranbrook</u>	Countryside, Arts and Leisure	Following meetings with the Consortium this is now being addressed.
On track	<u>Deliver the Green Infrastructure Strategy for the Growth Point area</u>	East of Exeter Projects	Priorities for 16/17 currently being set in conjunction with management Board.
On track	<u>Develop and roll out Community Orchard project</u>	Countryside, Arts and Leisure	Following success of Littleham orchard planting project further sites identified in Axminster and Budleigh Salterton which are being explored with the Community Development Workers with a plan to deliver another 2 sites at least in 2016.
On track	<u>Develop new income streams around woodland products</u> □ <u>corporate away days and new events</u>	Countryside, Arts and Leisure	Income targets already achieved and surpassed for 2015/2016 - new raised income targets set for 2016/2017.
On track	<u>Support the work of the East Devon AONB & Blackdown Hills AONB Partnerships</u>	Countryside, Arts and Leisure	
On track	<u>Systems Thinking Review of Conservation Team and specialist officers</u>	Planning Strategy and Development Management	The systems thinking review has made significant progress with a number of processes having been redesigned to save officer time and resources. We are starting to introduce these measures which relate largely to back office processes and ways of working and will have little impact on customers other than hopefully an improved service.

Service Plan Objectives - Priority 3b

Outcome: Protect and enhance East Devon's natural environment and its habitats and wildlife

Key Strategic Objective

Objective Status	Title	Service	Comments
On track	<u>Tree team to implement new processes and ways of working</u>	Countryside, Arts and Leisure	Proposals for new resources into the Tree team have been put forward as a special item for Cabinet consideration. Redesign work is underway with likely completion of work April 2016.
On track	<u>Write and implement Green Infrastructure Plan</u>	Planning Strategy and Development Management	The green infrastructure plan will cover the whole of the district but will be explicitly concerned with the seven existing main towns. In first instance particular focus will be on Exmouth. Green infrastructure work is concerned with quality and accessibility of open space and the role it plays in environmental enhancement and human welfare with links to habitat mitigation.

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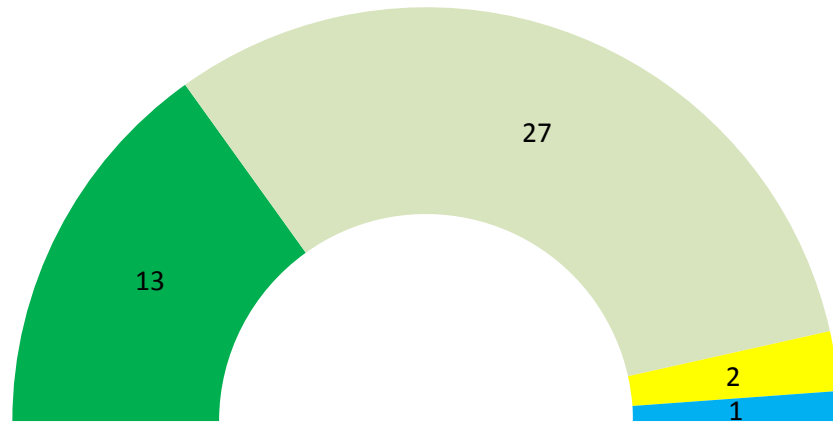
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PRIORITY FOUR: Outstanding Council

a. Outcome Efficiencies: financial and time-saving

Service Plan Objectives - Quarter Three Results 2015/16

Progress towards
outcome



Number of Measures
(Total measures for outcome = 43)

■ Achieved ■ On track ■ Variation ■ Not yet applicable ■ Concern

Service Plan Objectives - Priority 4a

Annual report for 2015/2016

Arranged by Aims

Filtered by Aim: Outcome Efficiencies: financial and time-saving

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 4a			
Outcome: Efficiencies: financial and time-saving			
Key Strategic Objective			
Objective Status	Title	Service	Comments
Achieved	<u>Agree actions following Viewpoint Survey and implement an awareness campaign for 2015.</u>	Org Dev	
Achieved	<u>Bring sundry debtors into Revenues and Benefits service</u>	Finance	
On track	<u>Carry out consultation in relation to new accommodation</u>	Org Dev	The majority of the consultation has now been completed, most results have been written and will be reported to Councillors in February. The full equalities consultation has not quite been completed as yet but will also be presented to Councillors in February.
On track	<u>Complete a review of the Personal Protective Equipment</u>	StreetScene	PPE review report has been taken to staff forum, pending outcome it will be rolled out to all staff (with communication).
On track	<u>Continue to provide integrated interdisciplinary legal service for major projects</u>	Legal, Licensing and Democratic Services	
On track	<u>Continue to reduce the average void times and End to End times</u>	Housing	Void Performance Information is currently being reviewed and updated
Achieved	<u>Deliver member welcome/training following district council elections</u>	Legal, Licensing and Democratic Services	Achieved and reviewed by the Member Development Working Party.
Achieved	<u>Delivery of new welcome process online module</u>	Org Dev	
On track	<u>Design policy and procedures and then implement changes on corporate anti fraud</u>	Finance	

Service Plan Objectives - Priority 4a

Outcome: Efficiencies: financial and time-saving

Key Strategic Objective

Objective Status	Title	Service	Comments
Variation	<u>Develop a business case to Government to support the establishment of a combined authority approach</u>	East of Exeter Projects	Governance arrangements bound up in Greater Exeter Greater Devon and other associated initiatives (e.g. Innovation Exeter) and the passage of the devolution proposals for the Heart of the South West area
Achieved	<u>Develop I Trent learning and development functionality</u>	Org Dev	
Achieved	<u>Develop new council plan to reflect council ambitions and delivery for 2015-19.</u>	Org Dev	
Achieved	<u>Develop new HR policy in line with new legislation particularly relating to shared parental leave an</u>	Org Dev	
On track	<u>Developing a pipeline of projects that can deliver key growth objectives and can benefit from Growth</u>	East of Exeter Projects	
On track	<u>Environmental Health service requests receive a timely and appropriate first response</u>	Env Health & Car Parks	
On track	<u>Greater Exeter and Greater Devon authority delivery, support the vision group and develop new opport</u>	Deputy Chief Executive - Development, Regeneration and Partnership	Our discussions and developing relationship with partners in this project is proving useful in the various negotiations we are having with the Local Enterprise Partnership, the University and with the devolution agenda. Specific decisions are brought to members for approval.
On track	<u>Implementation of E-billing, Self Service & Risk Based Verification</u>	Finance	
On track	<u>Increase Home Safeguard income and ensure that the service is self-funding.</u>	Housing	The new alarm charges implemented for council tenants are being collected and expected income received. The SWAP team is completing their audit of Home Safeguard process regarding the collections of money and suggested one or two minor changes to ensure our systems are protected against potential fraud.
On track	<u>Influence key parts including the Heart of the South West LEP, BIS/DCLG and HCA</u>	East of Exeter Projects	
On track	<u>Optimising the identification and collection of rates due</u>	Finance	

Service Plan Objectives - Priority 4a

Outcome: Efficiencies: financial and time-saving

Key Strategic Objective

Objective Status	Title	Service	Comments
On track	<u>Prepare Annual Accounts to an appropriate standard that requires no additional audit days</u>	Finance	
On track	<u>Producing new working practices, processes and systems for the implementation of CIL</u>	Planning Strategy and Development Management	Now that the Community Infrastructure Levy (CIL) charging schedule has been found to be acceptable at examination and can move to implementation it is important that new processes and procedures are put in place as a matter of course. A new IT system that manages much of the administration of CIL has already been procured at minimal additional cost due to a joint deal through STRATA. Training sessions on this system are being arranged and new procedures and staffing requirements considered ready for implementation.
On track	<u>Progress the establishment of an Energy Services Company</u>	East of Exeter Projects	Business case now complete and will be reported to relevant partners shortly to allow decisions to be taken re: the establishment of the Energy Services Company
On track	<u>Progress the 'Paper light' initiative for members.</u>	Legal, Licensing and Democratic Services	Plans in place to deliver further ICT training to help councilors use electronic devices at meetings.
On track	<u>Provide governance advice</u>	Legal, Licensing and Democratic Services	
On track	<u>Provide legal advice to enable informed and appropriate strategy to be adopted for maximising value</u>	Legal, Licensing and Democratic Services	
On track	<u>Provide strategic legal advice on policy implementation at senior officer briefings</u>	Legal, Licensing and Democratic Services	
On track	<u>Raise the profile of the area by ensuring that key achievements are clearly communicated</u>	East of Exeter Projects	Good coverage in relation to LIDL announcement
On track	<u>Refresh and implement the Tenancy Fraud strategy/policy and maintain robust tenancy checks.</u>	Housing	The Tenancy Fraud Strategy and policy have been updated and reported to the Housing Review Board. Our programme of tenancy checks continues to target tenancies that flag up as not having been visited by officers or contractors for the usual day to day purposes. Any potential cases are referred to the Devon Tenancy Fraud Group for further investigation.
On track	<u>Review the effective operation of the Council's structures for decision making for strategic planning</u>	Deputy Chief Executive - Development, Regeneration and Partnership	Further consideration underway regarding the merits of a strategic Planning and Place Committee. Also responding to interest from Overview and Development Management Committees to new approaches to planning policy and strategy.

Service Plan Objectives - Priority 4a

Outcome: Efficiencies: financial and time-saving

Key Strategic Objective

Objective Status	Title	Service	Comments
			Member site visits now combined with planning committee to improve efficiency and reduce time and cost impact.
On track	<u>Support development of Strata as an organisation that people want to belong to & deliver HR services</u>	Org Dev	
Achieved	<u>Support EDDC's year as Chair of the Exeter and Heart of Devon Growth Board</u>	East of Exeter Projects	Four meetings successfully undertaken
On track	<u>To develop processes and procedures to enable pro-active communication with developers</u>	Planning Strategy and Development Management	A Development Enabling and Monitoring Officer to carry out this work was appointed and started work for us at the start of January.
On track	<u>To ensure building Control income is sufficient to meet expenditure and provide suitable surplus to</u>	Planning Strategy and Development Management	Income is expected to be less than projected in the 2015/16 Budget (30k approximately), however we are still expecting to achieve a small surplus (20k approximately).
On track	<u>To ensure the Council has appropriate plans in place that will deliver a balanced Council budget</u>	Finance	
Achieved	<u>To implement structure changes within the Income & Payments team</u>	Finance	
Achieved	<u>To support delivery of the Council's relocation plans including the sale and relocation of assets</u>	Property and Estates	Heads of terms for sale of Knowle site agreed. Manstone depot to be retained. Heathpark site now to be used for headquarters development.
Milestone Missed	<u>Undertake a Review of the process for writing the Local Plan in future.</u>	Planning Strategy and Development Management	
Achieved	<u>We will review our in-house dog warden service</u>	Env Health & Car Parks	
On track	<u>We will review our procedures for regulating installations that require a pollution prevention permi</u>	Env Health & Car Parks	
Achieved	<u>We will review our</u>	Env Health & Car	

Service Plan Objectives - Priority 4a

Outcome: Efficiencies: financial and time-saving

Key Strategic Objective

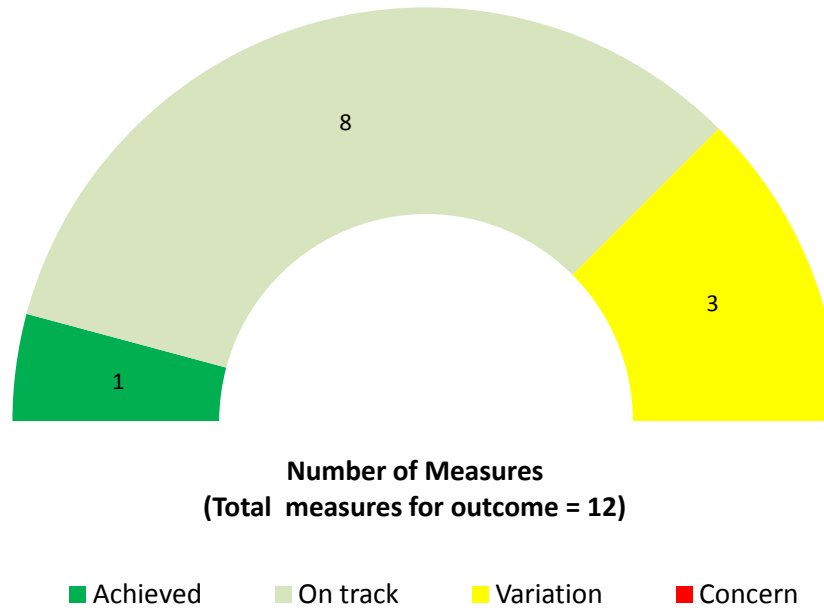
Objective Status	Title	Service	Comments
	<u>professional fees and charges</u>	Parks	
Variation	<u>Work towards an integrated development service between Development Management and Building Control.</u>	Planning Strategy and Development Management	Workloads in the planning teams have slowly returned to more normal levels over the last quarter thanks to the hard work of the officers and agency planners and a reduction in the incoming demand. It is intended to undertake a refresh of the previous systems thinking review starting in the next quarter and through this review integrate the development management and building control teams in a more cohesive way.
Achieved	<u>Work with Streetscene to deliver communications and consultation re the new waste contract</u>	Org Dev	

PRIORITY FOUR: Outstanding Council

b. Outcome **Improved service through understanding our customers and making good use of web and mobile technology**

Quarter Three Results 2015/16

**Progress towards
outcome**



Service Plan Objectives - Priority 4b

Annual report for 2015/2016

Arranged by Aims

Filtered by Aim: Outcome Improved service through understanding our customers and making good use of web & mobile technology

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 4b			
Outcome: Improved service through understanding our customers and making good use of web & mobile technology			
Key Strategic Objective			
Objective Status	Title	Service	Comments
On track	<u>Complete roll out E-Procurement module</u>	Finance	To date, we have trained 133 staff to use the E-Procurement system, which was intended for all departments within the council. This leaves just the Housing Department requiring training. However, they have postponed their involvement in E-Procurement to concentrate on the new Housing computer system instead. We are still arranging training and refreshers for other staff but with the restructure of the department we are waiting for the new member of staff to start. More retraining of staff completed in October and November with more training booked in Jan to Feb time.
Variation	<u>Complete the roll out of smartphones and mobile working technology</u>	StreetScene	Strata report that MX re-design for Iphone/Apple has now been completed. We still have no timescale for completing the roll out of Iphones, and replacement of some old android phones with Iphone, but we are discussing this with Strata. Once we have a greed a roll out and all teams are using iPhone, this project will be complete.
On track	<u>Continue to improve the Planning On-line service through integration with the new Council website</u>	Planning Strategy and Development Management	Work is ongoing to improve the system including providing ward member and consultee access to submit comments directly to the system.
Variation	<u>Deliver service efficiencies and improvements through the application of Systems Thinking techniques</u>	Legal, Licensing and Democratic Services	Slight delay due to changes in staff and need for further training of new / existing staff who will held delivery the systems thinking review.
Variation	<u>Develop new intranet to support new office accommodation, mobile working and</u>	Org Dev	Objective moved to 2016/17

Service Plan Objectives - Priority 4b

Outcome: Improved service through understanding our customers and making good use of web & mobile technology

Key Strategic Objective

Objective Status	Title	Service	Comments
	<u>improve officer access</u>		
On track	<u>Developing licensing service links with social media to improve engagement with customers and reside</u>	Legal, Licensing and Democratic Services	
On track	<u>Encourage tenants to use digital self service and upgraded website</u>	Housing	Digital projects continue to run in Exmouth, Lympstone, Ottery St Mary and Axminster, and we continue to try to link social media accounts to the new corporate website in an effort to drive more traffic there.
Achieved	<u>Explore if efficiencies can be achieved from the handling of general calls</u>	Customer Service	The whole of the Customer Service Center have identified several improvements to the processes and as a result a better service to the customer has been provided. An example of this would be new enhancements to the main summary screen of the lagan system. This now displays all information relating to that customer rather than accessing various screens to provide an answer for the customer
On track	<u>Implement a new housing management IT system to improve customer journeys</u>	Housing	Open Housing Project is progressing - on course for phase 1 to go live on 1st February 2016
On track	<u>In the face of previous and projected year on year formula grant reductions</u>	Deputy Chief Executive - Development, Regeneration and Partnership	Increasing focus on the commerciality of Council operations. Consultation in key asset categories to promote better financial operations including beach huts and sports and social clubs. New terms for beach hut leases to be confirmed. Whole life asset cost/returns information and software in development. Case study of Beer asset devolution to be considered by Asset Management Forum and Senior Management Team.
On track	<u>Increase the number of customers who make self service transactions away from face to face and telep</u>	Customer Service	This is part of the wider project open for business and as part of the systems thinking reviews held each month we identify any further on line transaction that can be made.
On track	<u>Review services provided and possible additional services that can carried out by the CSC</u>	Customer Service	As part of the wider open for business project we identify what other services could potentially be carried out by the Customer Service Centre. We constantly review and enhance the services we offer.

Agenda Item 11

Scrutiny Committee



Scrutiny Committee Forward Plan 2015/16

Date of Committee	Report	Lead
17 Mar 2016	Beach Hut update Chardstock and Dunkeswell Strategy 27 decision debate	Donna Best
14 Apr 2016	Draft Scrutiny Annual Report	Debbie Meakin

Work for scoping and allocation to the Forward Plan:

Proposed date	Topic
tbc	Review of public consultation to scope
	Portfolio Holder updates as required
tbc	Review of the production process of the Local Plan

Agenda item 11

Overview Committee



Overview Committee Forward Plan 2015/16

Date of Committee	Report	Lead
22 Mar 2016	Sustainability Update on Flood Risk Management and Shoreline Management Plan Update on Economic Development Update on Electoral Reform Draft Annual Report	Ed Freeman Devon County Council Rob Murray Chief Executive

Work for scoping and allocation to the Forward Plan:

Proposed date	Topic