

Agenda for Scrutiny Committee

Thursday, 9 June 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 27 May 2016

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- 1 [Public speaking](#)
- 2 To confirm the minutes of the meeting held on 14 April 2016 (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 **Going paper light – planning online** (pages 7 - 9)
A report from the Economy Practice Manager on the continued work with towns and parishes in relation to receipt and comment on planning applications, as requested by the committee.
- 9 **Beach hut 2016/17 season update** (pages 10 - 11)
A report to provide the committee with a position statement, following the decision to increase hire charges for beach huts and sites.
- 10 **Performance monitoring for forth quarter 2015/16** (pages 12 - 14)
- 11 **Scrutiny forward plan** (page 61)

A briefing paper on “What is meant by scrutiny?” is attached at the back of this agenda as a reminder of the role of the committee.

Under the Openness of Local Government Bodies Regulations 2014, any members of the public are now allowed to take photographs, film and audio record the proceedings and report on all public meetings (including on social media). No prior notification is needed but

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[Decision making and equalities](#)

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EAST DEVON DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny Committee held at Knowle, Sidmouth on 14 April 2016

Attendance list at end of document

The meeting started at 6.02pm and ended at 7.31pm.

***60 Public speaking**

There was no public speaking at this part of the meeting.

***61 Minutes**

The minutes of the Scrutiny Committee held on the 17 March 2016 were confirmed as a true record, subject to an insertion to minute 58 as agreed by the committee:

Councillor David Everett from Chardstock Parish Council addressed the committee about the way a member of the public had addressed the full Council asking that Chardstock be added to the list of villages considered sustainable. Councillor David Everett said that this had been supported by Councillor Moulding, speaking on behalf of the Ward Member for Chardstock, Councillor Diviani. He said Councillor Moulding's presentation consisted of opinion, was not evidenced based, and contained inaccuracies regarding the bus service through Tytherleigh and the walking distance between Chardstock village and Tytherleigh.

The Chairman also voiced his disappointment that the recommendations made at the meeting of 17 March 2016 were not agreed by Cabinet.

***63 Broadband update**

Mr Graham Long spoke in regard to Broadband provision for the district. He outlined some of the background to the project and the current stage of the project where separate invitations to tender were being issued for the second phase. He commented that if the Council and other authorities continued to refuse to match fund towards the project it would bring further delays, resulting in suffering for local communities and businesses operating from rural areas.

The Portfolio Holder – Central Services presented his update report. It outlined the bid submitted by the Council for funding to the Broadband Delivery UK (BDUK) South West Ultrafast Broadband fund. The bid was to support a technical solution to provide a wider provision of broadband in the districts not covered by other providers. The bid had been unsuccessful.

This was appealed by the Chief Executive and the responses from BDUK were set out to the committee.

Discussion took place surrounding:

- BDUK suggestion to enter into a non-disclosure agreement with Connecting Devon and Somerset (CDS) to avoid double funding was felt to be inappropriate, as it was not transparent. Neil Parish MP had been approached on this issue. CDS had recently informed the council that, if a non-disclosure agreement (NDA) was signed and the council paid their share, they would be informed where the money was being spent – but the NDA would prevent the council from sharing this information more widely, and therefore would still not be transparent.

- Differing options of the CDS/BT model offering Fibre to the cabinet (FTTC) whereas the bid partnership proposed (that was subsequently unsuccessful) offered Fibre to the premises (FTTP)
- What promotion should be made of the £500 subsidy offer for rural users to help towards their costs for broadband that was available from central government. The specific providers listed for this promotion were offering a solution through satellite technology which was not the best solution for broadband; although other providers were now being added to the scheme who utilised other technologies for receiving broadband.
- CDS Media release considered at the meeting of the committee on 12 November 2015 set out a timeframe for delivery that had clearly not been achieved. Whilst Mr Long offered a reason why CDS had not kept to the timescale, the committee agreed that an official response from CDS, who were unable to attend the meeting, should be sought;
- The Portfolio Holder Central Services and the Portfolio Holder Finance continued to work with a number of providers to encourage as many as possible to come forward in filling the gap of service that phase 2 of the CDS project would leave, even though this authority does not control the budget for broadband delivery;
- In response to a question about the use of mobile technology, the delivery of broadband through mobile devices was possible, but had a bandwidth constraint, and therefore was unlikely to be suitable for some users and businesses.
- Should the committee continue debate on the issue when further progress had been completed by CDS on Phase 2 of the project

RECOMMENDED:

The committee regrets the move by CDS, and subsequent advice by BDUK, to ask the council to enter into a non-disclosure agreement which would prevent the council publishing where, when or how funding is spent on this project. The committee requests that Cabinet write to the three MPs covering the District to ask that they lobby on this issue as an issue of transparency.

RESOLVED:

1. That the committee supports the Portfolio Holder Central Services in his endeavours for alternative solutions to meet the needs of the areas not covered by the CDS project;
2. That a progress report and revised timetable is requested from CDS;
3. That the committee receives a further update from the Portfolio Holder Central Services in approximately six months time or as soon as there are further significant developments.

***64 Scoping for engagement and consultation**

The committee received a report outlining the consultation guide adopted and past examples of consultation exercises undertaken by the council.

As the committee had already expressed the view that the adopted guide was sound, the recommendation made by the Democratic Services Officer was for the committee to narrow focus down to specific consultation exercises, where Members felt lessons could be learned, in order for a more specific scope to be drawn up for the committee to work within. Examples of consultation exercises raised by the committee included:

- Exmouth seafront
- Exmouth masterplan consultation undertaken in 2011

RESOLVED:

That further scoping work be undertaken on the following consultation exercises:

- a) Exmouth masterplan consultation of 2011;
- b) "Splash" and associated area excluding current pre-planning application work
- c) Beach hut consultation prior to hire charge changes, particularly on the timing of public meetings in relation to wider consultation;
- d) Inclusion of land at Sidford in the production process of the local plan;

***65 Scope for website**

The report presented to the committee outlined the work undertaken in evolving the website, and the evidence of public confidence in the services provided online and ease of use. Members had identified that some information was difficult or impossible for them to find. With this in mind, the officer recommendation was to direct specific examples where information could not be found to a dual member group, who would then work with web editors to help better signpost information or make such improvements that produced better search results. Discussion took place over the merits of a single member TaFF with assistance from other Councillors as required.

The Vice Chairman informed the committee that a familiarisation tour for members on the website was being planned for a date in June. He offered to receive directly from members specific examples of information that found difficult to find, and would work with any other members and the web editing team to find solutions.

RESOLVED

That the Vice Chairman undertakes research on the website issues raised by Members, working closely with web editors to resolve issues where necessary and report back to a future meeting of the committee.

***66 Draft Annual Report**

Members of the committee received the draft report.

RESOLVED: that the final version of the Scrutiny Committee Annual Report be agreed by the Chairman and Vice Chairman before submission to Annual Council in May 2016.

Attendance list (present for all or part of the meeting):

Scrutiny Members present:

Roger Giles
Alan Dent
Marcus Hartnell
Simon Grundy
Val Ranger
Marianne Rixson

Other Members

Phil Twiss
Tom Wright
Rob Longhurst
Dawn Manley
Pauline Stott

John Dyson
David Barratt
Geoff Jung
Megan Armstrong

Officers present:

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

Scrutiny Member apologies:

Cathy Gardner
Alison Greenhalgh
Brenda Taylor
David Chapman
Maddy Chapman
Dean Barrow

Other Member apologies:

Ian Hall
Jill Elson

Chairman Date.....

Report to: **Scrutiny Committee**

Date of Meeting: 9 June 2016

Public Document: Yes

Exemption: None

Review date for release None



Agenda item: 8

Subject: **Going Paper light**

Purpose of report: The report follows a request from the committee for a report on the Planning On-line Service to address concerns raised about plans to only provide town and parish councils with on-line documents on which to submit their comments and cost implications for towns and parishes in responding as consultee on planning applications from the decision not to send paper copies of planning applications.

Recommendation: **To endorse the work that has been going on in consultation with our town and parish councils to reduce the Planning Services reliance on paper and improve their access to our on-line services.**

Reason for recommendation: To enable Members to understand the work that has been going on, the reasons for it and the benefits for both the district council and the town and parish councils.

Officer: Nick Wright, Ext 2748
nwright@eastdevon.gov.uk

Financial implications: The financial implications have been stated in the report.

Legal implications: There are no legal implications arising from the report

Equalities impact: Low Impact

Risk: Low Risk

Links to background information: • Digital by default: [Digital by Default Service Standard — Government Service Design Manual](#)

Link to Council Plan: Priority Four – Continuously improving to be and outstanding council

Report in full

In 2003 there was a national planning website review carried out to look at the accessibility of planning services on local authority web-sites. An assessment criteria known as the Pendleton Criteria came out of this review and were adopted by the government. Some of these criteria included: Online Planning Register, the ability to view applications, drawings and attachments online and facilities to comment on planning applications electronically. This was all completed with the introduction of our current planning and document management systems (DMS) and EDDC achieved all 21 points of the criteria, being one of only few in the southwest that did.

One of the things that we introduced on the back of the Pendleton criteria was to supply personal computers and large screens to sub district offices for public viewing of planning applications online. This reduced the number of copies of planning applications that we produced by 25% and saved some £9,000 per annum in paper and postage costs. There was also a small staff time saving.

This proved successful and some of the parishes requested that we stopped sending them paper copies of planning applications as well. It would also help them with storage issues, as many had issues with storage and in particular, Woodbury parish clerk, had over 10 years of historical planning applications in her garage. However, to go paperless at the time was not practical for the parishes or ourselves as we had concerns that our systems were not robust enough, especially the DMS link to our website and that the level of broadband coverage throughout the district at the time was particularly poor. Although this has improved in most areas, there are still a few areas where coverage is less than perfect.

We now receive 51% of all our planning applications online via the Planning Portal and this number is increasing year on year. The time and cost of producing copies of these applications is increasing as is the number of associated documents per application. We scanned over 44,000 documents to our website last year alone. By reducing the number of copies of planning applications to one, in the majority of cases, there will be a cost saving of £27,000 p.a. in paper and postage. There will be an additional staff time saving that has not been calculated exactly, but should be in the region of 0.3 FTE.

Having spoken to other local planning authorities more recently, Torridge in particular, and noted that they had gone paperless to parish councils, a decision was made to look at the practicalities of doing the same for East Devon. It had previously been requested by some parishes and was generally supported in principle by others. We looked at the various options for continuing as we are to going totally paperless.

At our last meeting with the towns and parishes in February 2016, after a presentation on the advantages and disadvantages of using the online system, we discussed the best way forward and what solutions would be fit for the various parishes. It was decided by all, that to go totally paperless was not feasible due to the nature of some applications, for example; the size of major planning applications and the number of documents and plans maybe unworkable via the online system, although there is limited need to download some of the more technical reports or surveys.

The general consensus from all was to keep sending major applications in paper version and, continue to send paper copies of advertisement consents and tree applications to the 4 quality councils that deal with them. The Economy Practice Manager also highlighted, that no parish would be forced to go paperless and that he would work with them to find an acceptable working solution, even if it meant that we would continue to send paper copies.

Funding streams were highlighted to the parishes, including the small lottery grant, which had been successful for five parishes in the past and the Parishes Together fund. Dunkeswell parish clerk coordinated a bid for nine parishes for funds to purchase IT equipment via this fund, which was successful and in fact, they were allocated more money than they had initially asked for to complete the project.

The Economy Practice Manager worked with Exmouth Town Council and Dunkeswell Parish Council who tested using the online system or downloading the files to a laptop and showing them via a projector at meetings, which all worked well. Comments from Dunkeswell proved most encouraging in that the meeting was shorter as everybody was looking at the right plan at the right time. He also attended other parish meetings to look at facilities and discuss connectivity issues and as a result the following 5 parishes will still receive paper copies of all applications until a satisfactory solution can be found: Bramford Speke; Branscombe; Clyst Honiton; Nether Exe; and Upton Pine

At the beginning of the year, as part of the go digital framework, we set up consultee access for all the Town and Parishes, which means when they receive consultee notification from planning of an application within their area, they can login directly into planning online and submit their comments. This gets directly published on our website and the planning team receives an email to say that the comments have been submitted. This is a big step forward as it saves a lot of staff time cutting and pasting comments to the correct consultee record. We are hoping to introduce the same system for all councillors throughout this year.

Report to: **Scrutiny Committee**

Date of Meeting: 9 June 2016

Public Document: Yes

Exemption: None

Review date for release None

Agenda item: 9

Subject: **Beach Hut 2016/17 season update**

Purpose of report: To provide a progress report on the hire of beach huts/sites for the 2016/17 season following an increase in hire charges.

Recommendation: **To consider the update report.**

Reason for recommendation: To provide Members with a position statement following the decision to increase hire charges for beach huts/sites.

Officer: John Golding Strategic Lead – Housing, Health & Environment

Financial implications: The financial information contained in this update report covers the financial implications.

Legal implications: There are no legal implications arising from the report.

Equalities impact: Low Impact

Risk: Low Risk

The main risk is that we are unable to hire beach huts/sites at the increased prices and have unoccupied huts/sites.

Links to background information:

- [Scrutiny committee 17 March 2016](#)

Link to Council Plan: Delivering and promoting an outstanding environment.

Beach Hut update

- 1.1 We currently rent out more than 480 beach huts, beach hut sites and beach chalets at five different beaches. There have been three main changes to this service this summer season:
- East Devon District Council have decided to increase the rental charges for beach huts, beach hut sites and chalets for 2016/2017 and 2017/2018.
 - Hirers of all beach huts and beach huts sites are now be responsible for paying their own national non-domestic rates. Previously this was included as part of the hire charge. This will be vary from year to year but in 2014/ 2015 was between £21 and £90 for a year. Hirers of Exmouth chalets already pay this themselves.
 - Previously there were a mixture of council provided huts and sites for huts at both Budleigh Salterton and Seaton. We are not providing any huts at Budleigh Salterton and Seaton. It is the responsibility of the hirer to provide and look after their own beach huts.



- 1.2 We operate 11 different area sites at five different beaches in East Devon. The 11 area sites are; Exmouth brick huts, Exmouth chalets, Budleigh West, Budleigh East, Budleigh Police Sites, Sidmouth, Seaton East, Seaton West, Beer East, Beer West, Beer East Shelf. It is important that we take into account the demand for each of these sites when setting the new charges. Variations in charges are due to size, type, build, location, other costs involved etc are already taken into account in the existing charges and therefore are already part of the pricing structure.
- 1.3 The new pricing structure agreed by the Council is set out in the table below. In reletting beach huts this season we have found that 76% of tenants renewed their licence with the Council. This has enabled us to market the remaining beach huts to our waiting list for the first time in many years. Many residents were delighted to have the opportunity to hire beach huts/sites and our lettings list shows that the vast majority have been let to local people.

Prices for beach hut hire for 2016/17 and 2017/18

Location	Hut/Site	Number Of Huts/Sites	Season Cost 2016/17 Ex Vat	Season Cost 2017/18 Ex Vat	Number vacant
Beer	Site E & W	44	461.00	606.00	2(West)
	Site ES	12	652.00	858.00	0
Budleigh Salterton	Timber Hut	Large 10	354.00*	464.00*	0
		Small 38	319.00*	417.00*	0
	Site	93	361.00	479.00	0
Exmouth Chalets		20	1535.00	2026.00	0
Exmouth	Brick Hut inc winter period	68	768.00	983.00	4
Seaton E	Site	42	356.00	469.00	8
Seaton W	Site	50	356.00	469.00	2
	Huts	31	356.00*	469.00*	3
Sidmouth	Timber Hut	24	762.00	1002.00	0

- 1.4 In addition to the above there are a small number of beach huts hired through a concession arrangement with Tourist Information Centres (4 in Seaton and 12 in Budleigh Salterton).
- 1.5 It can be seen from the above table that there are relatively few vacancies remaining (6%) and these will be marketed when we have exhausted the interest from our waiting list.
- 1.6 Our waiting list has now reduced to 826 applicants across the district, although it should be noted that some applicants appear on more than one beach hut site list.

Report to: **Scrutiny Committee**

Date of Meeting: 9 June 2016

Public Document: Yes

Exemption: None

Review date for release None

Agenda item: 10

Subject: **Quarterly monitoring of performance – 4th quarter 2015/16 January to March 2016**

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 4th 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: Continuously improving to be an 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 5 are showing a status of variation, the detail of which can also be found in [Appendix A](#).

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

- **Priority 1b: Resolve penetrating dampness issues and ensure wind and weather tight properties** - Recent payment of £250k has been received in relation to insurance claim from 2013 storms. Various issues still to resolve in terms of penetrating damp and ensuring our properties are sufficiently protected from extreme weather.
- **Priority 4a: Implementation of E-billing, Self Service & Risk Based Verification** – Still a number of modules to implement. Concern over the amount of ICT resource that has been allocated to this project and aware that from end of May 16 that this will be further exacerbated because of new ICT projects that it is believed have been allocated to the System analyst responsible for delivering this project. ICT resource allocation to this project was discussed at the Strategic Management Team on 18/5/16 and a request was made that Strata prioritise staff resources to deliver the implementation of the remaining modules. This project is important to the delivery of the Council's Transformation Strategy and has savings targets linked to its delivery.
- **Priority 4b: Complete the roll out of smartphones and mobile working technology as part of the Councils Mobile Working Project and design/implement new systems and technologies to make the way we work more efficient; allowing more time to be spent 'on site'. - MX Apps - EDDC phone App - Sita in cab solution- Training for all staff** - Strata haven't completed the re-design of MX apps for Apple iOS as they have encountered a bug which means the apps don't work on Iphone once the phone goes into 'sleep' mode. This means apps such as lone worker tracking and staff positioning won't work. Strata are due to get an answer from the app developer within 2 weeks as to whether this bug can be fixed. If it can then the roll out of Iphones can continue, if it can't we will have to revert to android. This is currently causing operational issues as we have some staff members who have iphones, which means we can't live track their location for safety and work ticket assignment purposes. We also have a number of staff with old android phones which need replacing, however we don't want to replace these until the Android vs Iphone question has been answered. An alternative strategy being explored is for StreetScene to retain Android phones if we cannot get the App to work effectively on iOS operating system.

- **Priority 4b: Deliver service efficiencies within Legal, Licensing and Democratic Services and improvements through the application of Systems Thinking techniques and ensure that we do ‘what matters’ for customers.** - Will now be delivered in 16/17

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](#).

- **Council promise – Outstanding council: Number of random vehicle license checks -** 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. The licensing team also currently has 1.5 staff posts vacant and awaiting recruitment.
- **Council promise – Outstanding council: Percentage of Minor planning applications determined within 8 weeks –** The performance on ‘minor’ and ‘other’ applications has been increasing over the quarters as a result of the employment of Agency Staff. There are a number of inter-related reasons for not meeting the performance targets with the main reasons being as follows:
 - The very high number of planning applications on hand. We are currently running at approximately 420 applications on hand compared to historically having substantially less.
 - The lack of an adopted Local Plan led to a number of speculative applications and to applications being more complex and lengthy to process – hence the increase in the number of applications on hand.
- **Council promise – Outstanding council: Percentage of other planning applications determined within 8 weeks –** we are receiving a greater number of ‘major’ applications and the need to determine these within 13 weeks. This has arisen through the Government assessing these returns and increasing the performance target from 40% to 50% over the last eighteen months with a penalty for missing the target. The Agency Staff have enabled us to not only meet but to exceed this target (we processed approximately 70% of major applications within the agreed timescale in the last quarter with a 2 year running performance of 62%).

In terms of future plans to improve performance, along with the Service Lead – Planning Strategy and Development Management, we are intending to carry out a Systems Thinking Review of the Development Management service over the coming months.



Quarter 4 Performance Report 2015-16

Performance Overview, Council Promises and Key Performance Indicators

April 2016

Document Key

Promise Status classification

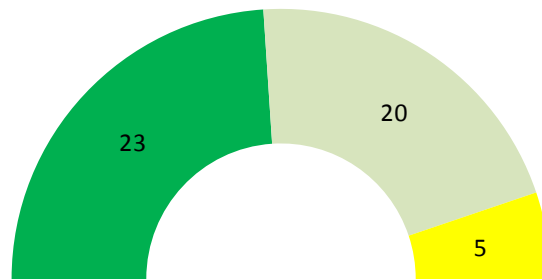
- Red (Concern) highlights targets with serious problems or significant delays.
- Amber (Variation) indicates actions with mild concerns or minor setbacks.
- Green (Achieved) displays special achievements or early completions.

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 Four 2015/16

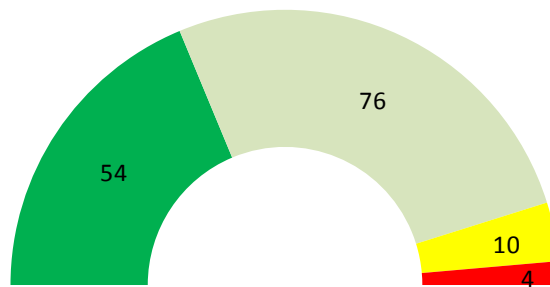
Chart a. Performance against our Council Plan 2014-16 – for more detail please see the following pages



Number of Measures
(Total measures for outcome = 48)

■ Achieved
 ■ On track
 ■ Variation
 ■ Concern

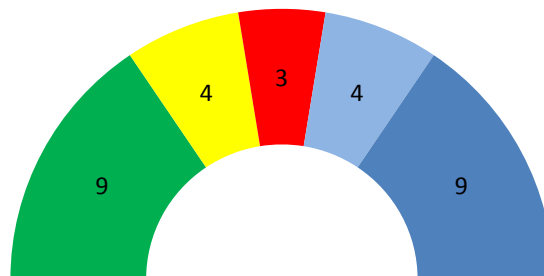
Chart b. Performance against our Service Plan Objectives – for more detail please see appendix B



Number of Measures
(Total measures for outcome = 144)

■ Achieved
 ■ On track
 ■ Variation
 ■ 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
■ No target

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.	Achieved	Target of 100 new affordable homes has been exceeded
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.	Achieved	Plan adopted.
Invest in excess of £7 million each year in maintaining and improving the council's housing stock.	Achieved	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 currently preparing neighbourhood plans with Whimple the most recent area to have a designated neighbourhood planning area.
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	100	62	51	30	204	↓	

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	Within the last quarter work has been on-going on the Cranbrook Masterplan which will provide a template and detailed guidance for the future development of the town. An Issues and Options consultation on this document is due to start in May. In addition a CABE run town centre design workshop was recently held to review the developer consortium proposals for the town centre and it is hoped that feedback from the design review panel will assist officers in negotiating a better design for the town centre. Discussions are also on-going with CABE to consider an enhanced role for them in providing design support for growth point area and potentially the rest of the district moving forwards.
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 Q4 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 budgeting work. CIL is now to be adopted in

allowing communities to decide and develop play and leisure facilities.		September and so while the existing system will continue to operate in relation to the spend of the remaining S106 receipts alternative processes are being designed for the operation of CIL whilst still engaging the community in the identification and promotion of projects.
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	
Continue to deliver street cleansing and grounds maintenance services that meet residents' expectations and keep satisfaction high.	Achieved	Satisfaction with grounds and cleansing services remains high with low levels of preventable demand. Please see monthly reports on end to end times/performance monitoring for more details.
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. It has been agreed that the Community Infrastructure Levy (CIL) will be adopted from September and this is non-negotiable and so CIL receipts will be guaranteed, however this will put pressure on affordable housing provision and other on-site infrastructure where there are viability issues as these will continue to be secured through S106 agreements and open to negotiation where a scheme is proven to be unviable.
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	Following some really good work in 2015 four of East Devon's classified bathing beaches (in Seaton, Beer, Sidmouth Jacobs Ladder and Sandy Bay) achieved the highest classification (excellent water quality) and the others all achieved the next classification down (good) except for Ladram Bay (which was still classified as "sufficient"). None were "poor". The team is now ready to keep informing the public about bathing water quality at our designated bathing beaches in East Devon throughout the 2016 season. As we did last year, commencing in May, beach information signs in Seaton, Beer, Sidmouth, Budleigh Salterton and Exmouth along with information posted by the Environment Agency online (e.g. http://environment.data.gov.uk/bwq/profiles/profile.html?search=budleigh&site=ukk4301-22100) will enable bathers to check if a bathing water quality warning is in place (invariably this will be due to predictions of pollution in the catchment streams and rivers which unfortunately are sometimes affected by sewage, animal slurry and runoff from roads following rainfall).
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	Dave Turner and the team are continuing to work on this objective in conjunction with the Environment Agency and Devon County Council (DCC). Dave gave an update to Overview & Scrutiny recently on our work in terms of coastal protection and how we work with DCC as lead local flood authority to assist in delivering their priorities in terms of flood resilience projects.
Update our plan for best use of the council's portfolio of assets so that we achieve best value	Achieved	Cabinet endorsed the refreshed plan on 05/03/2014

for money and community benefit.		
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	0	↑	
Percentage of Household waste sent for reuse, recycling and composting	48 (3/4)			46%	Estimate 45%			No data is as yet available for Q4 as it takes several months for waste data to be audited by the national waste data flow service. It may be November 2016 before we have figures for 2015/16.
Residual household waste in kg per household	79 (3/4)			160kg	Estimate 80kg			No data is as yet available for Q4 as it takes several months for waste data to be audited by the national waste data flow service. It may be November 2016 before we have figures for 2015/16.
Percentage of Municipal waste for disposal (incineration and landfill)	52 (3/4)			52%	Estimate 55%			No data is as yet available for Q4 as it takes several months for waste data to be audited by the national waste data flow service. It may be November 2016 before we have figures for 2015/16.
Improved street and environmental cleanliness – fly tipping	2	3 (3/4)	3	2	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. Recent engagement with the Exeter Airport ownership to discuss future ambitions for the airport.
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	There has been an ongoing dialogue with the Environment Portfolio Holder and other Members this year concerning fees and charges. Although we are not proposing to increase our parking charges here for the 6th consecutive year, specifically this quarter we have been discussing whether or not it might be appropriate to introduce a management regime that could include charges into our car park in Broadclyst, the best way to manage demand for the free library and health centre car park on Blackmore Drive in Sidmouth and our continuing £2 all day after 10am concession in Axminster.
Continue to successfully pursue future funding opportunities to support incoming housing and commercial development in the district.	On track	Progressing the Cranbrook master plan for future development phases. 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 1,300 homes built. Enterprise Zone first stage bid approved and business planning for detailed proposal underway including meeting with Department for Communities and Local Government senior officer to inform the plan detail.
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.	Achieved	Provided additional data for the data room to inform phase 2 contracting. Provided Phase 1 delivery information from the Connecting Devon and Somerset (CDS) Team to inform our own final 10% bid to BDUK (Broadband Development UK).
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 in understanding budgetary issues for 2015/16 onwards.	On track	

Find ways to promote inward investment and new business growth.	On track	Seaton Jurassic Centre opened 26 March 2016. Exmouth regeneration project continues to progress including the redevelopment of the Mamhead slipway. Also Queen's Drive planning application approved and legal process continuing. On going discussions with Exeter Heart of Devon (EHOD) to develop joint investment promotion across the wider economic area.
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.	Variation	
Work with partners to improve and diversify the skills on offer to the district's workforce.	Achieved	Have worked with the Exeter and Heart of Devon Employment and Skills Board specifically to promote local evidence of need in skills to the LEP's Devolution bid. We have also ensured that the Construction Skills Concordat has been included in the contracting for our new HQ build via the procurement route.
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	92	↓	
Creditor days - % of invoices paid within 30 days	99	99 (9/12)	98	98	98	97	↓	

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	Majority of new visitor infrastructure is now in place - final projects include the improvement of the car parking area and the secondary on site interpretation to go in. All planned for 2016/17.
Develop ideas and income-generating projects to keep creative art workshops and international art exhibitions available and accessible in our district.	Achieved	Target achieved through Thelma Hulbert Gallery team successfully securing a number of grants from the Arts Council to deliver a wide range of artist led workshops linked to their annual exhibition programme, involving local primary and secondary schools across East Devon.
Develop the business case and governance arrangements for setting up a trust for the Thelma Hulbert Gallery.	Variation	Not pursued - LED Leisure's 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 long list of options report has been reviewed and edited following feedback from the steering group. The report is currently out with the steering group for comments. The current timeline is as follows: Deadline for receipt of comments on long list 18th April Issue draft short list appraisal 1st June Steering group meeting to discuss short list appraisal 15th June Public consultation on short list options 15th June Deadline for receipt of comments on short list appraisal 29th June Issue of final Beach Management Plan (BMP) 5th October The steering group (SG) are providing very good challenge surrounding the reports issued by our consultants CH2M. There is

		also some concern around the current rate of erosion at Pennington/East Beach with some calling for emergency works (such as rock armour). Our engineers are investigating the options and producing a report for the SG on what options we have, however current advice from the Environment Agency (EA) is that the situation doesn't met their guidelines for emergency works at this time (as there is no immediate risk to life or property). Therefore any 'emergency works' would have to be entirely funded by East Devon and partners with no EA funding available. Any interim works are likely to cost several hundred thousand £s. We will know more once we have completed our interim options report. In the meantime we are continuing with the BMP process.
Complete a programme of habitat creation works to 10 hectares of newly acquired land at sheep's marsh.	Variation	Negotiations with the Agricultural Tenant are still ongoing and it has been passed to Legal along with the Tenant's Land Agent to resolve
Complete and promote the Axe Estuary Wetlands as a regionally important wildlife destination.	Achieved	Programme of works planned for 2015/16 completed in budget - establishment of Stop Line Way cycle way through the site, build out of new visitor facilities such as the Lookout, interpretation works, gateway signage. Car park improvements due 2016/17 to finish off capital works.
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	Draft of strategy almost completed and requires a final edit with sign off from the Green Space Strategy Officers Working Group before it goes to Senior Management Team and Cabinet for adoption.
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. Pegasus Life planning application received 1st April 2016. Office works to commence autumn 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	98.70	30.89	58.18	86.70	98.84	↑	<p>The end of year collection is 98.94% - a 0.11% increase on last year. This has come about as:</p> <ul style="list-style-type: none"> * more customers are paying by Direct Debit, which we actively promote and encourage * we give our customers flexibility with their payment dates * we continue to build a tighter recovery framework * we are proactive with early engagement for those customers not paying <p>Ensuring customers are paying their Council Tax the year in which it falls due means we are preventing the accumulative arrears escalating.</p>
Percentage of Non-	98.44	98.44	31.24	59.23	84.17	97.75	↓	Collection levels are

domestic rates collected								down 0.69% on the same time last year. We have 3 large assessments where we are either pursuing recovery action or we have deferments that have been agreed with the section 151 officer.
Proportion of outstanding debt that is more than 90 days old from date of invoice	16		18	22	28	11	↑	
Working days lost due to sickness absence	10.41	8.50	2.63	4.79	7.24	8.91	↑	
Total average headcount (quarterly total)	478		482	485	491	498	↑	
Cumulative Staff Turnover as a percentage of all staff (voluntary leavers)	7.97		2	5	6	7	↑	
Employee Satisfaction	84		n/a	n/a	n/a	88	↑	
Number of Level 2 complaints (year to date)	35		8	18	26	33	↓	
Number of Freedom of Information Requests (year to date)	486		164	306	414	588	↑	
Percentage of planning appeal decisions allowed against the authority's decision to refuse	23	30	14.3	22.2	27.0	21.8	↓	
Number of random general licence checks	204	185	41	86	159	195	↑	
Number of random vehicle licence checks	157	150	25	35	54	90	↓	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. The licensing team also currently has 1.5 staff posts vacant and awaiting recruitment.
Percentage of councillors accessing electronic information	94	100	100	100	100	100	↑	
Proportion of Councillors trained in regulatory functions	100	100	96	100	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	WorkSmart - the way we work document delivered following phase one of WorkSmart Workshops
Continue to ask our customers what they think of the services we provide through the viewpoint survey and act on what they tell us.	Achieved	The Viewpoint Survey for 2014 has been completed. This 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	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.
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.	Achieved	
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	

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	65.00	37.03	42.00	44.50	46.39	↑	<p>The performance on 'minor' and 'other' applications has been increasing over the quarters as a result of the employment of Agency Staff. There are a number of inter-related reasons for not meeting the performance targets with the main reasons being as follows:</p> <p>The very high number of planning applications on hand. We are currently running at</p>

								<p>approximately 420 applications on hand compared to historically having substantially less.</p> <p>The lack of an adopted Local Plan led to a number of speculative applications and to applications being more complex and lengthy to process – hence the increase in the number of applications on hand.</p>
Percentage of other planning applications determined within 8 weeks	75.30	80.00	63.49	66.00	68.23	69.87	↓	<p>We are receiving a greater number of ‘major’ applications and the need to determine these within 13 weeks. This has arisen through the Government assessing these returns and increasing the performance target from 40% to 50% over the last eighteen months with a penalty for missing the target. The Agency Staff have enabled us to not only meet but to exceed this target (we processed approximately 70% of major applications within the agreed timescale in the last quarter with a 2 year running performance of 62%).</p>
Days taken to process Housing Benefit/Council Tax Benefit new claims and change events	5.74	5.74	6.19	5.35	5.36	4.86	↑	
% of residents who pay their Council Tax by Direct Debit	75		76	76	77	77	↑	

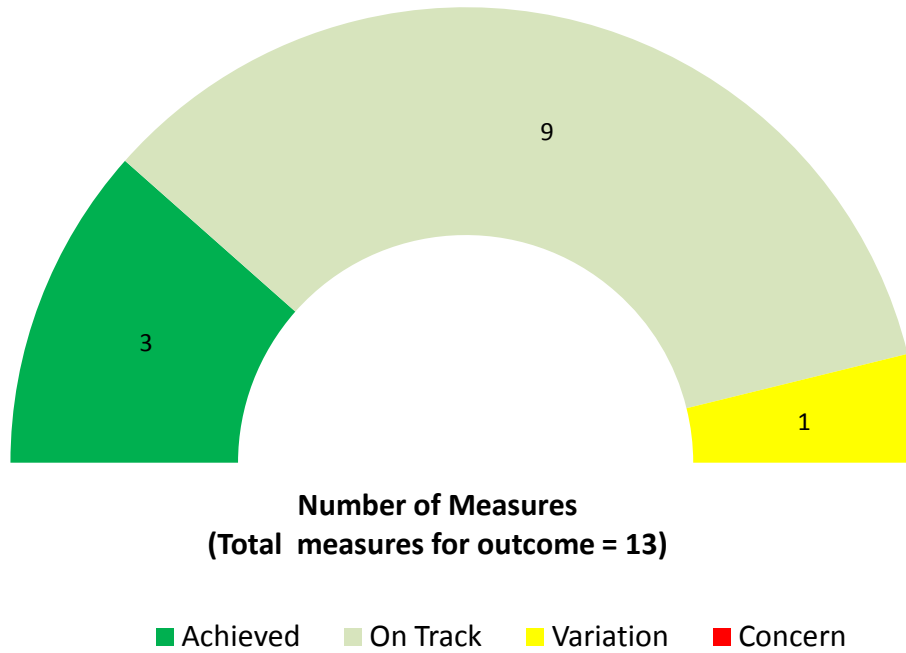
Performance Indicator not linked to any aims	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Number of redundancies (year to date)	5		0	2	2	2	↓	

PRIORITY ONE: Living in an outstanding place

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

Service Plan Objectives - Quarter Four Results 2015/16

**Progress towards
outcome**



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	An update on changes to timescales was reported at 14th Jan Housing Review Board. The Board was happy with how this is progressing, the success of the pilot was noted but still recognition that further work needs to be done in this area. Although we have now implemented the first phase of Open Housing, further time needs to be given to settle into the system. Repairs timescales will then be subject to a further review. Quarterly monitoring is undertaken through key performance indicators.
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 (CIL).</u>	Legal, Licensing and Democratic Services	Local Plan adopted and Community Infrastructure Levy (CIL) charging schedule and procedures in progress.
On	<u>Deliver continuing</u>	Housing	The Housing Service are working with the

Service Plan Objectives - Priority 1a

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

Key Strategic Objective

Objective Status	Objective	Service	Comments
track	<u>improvements in communal cleaning</u>		authority's Chief Procurement Officer to put the cleaning service out to tender. Meeting in April with the consortium Fusion 21 to discuss procurement through their framework agreement.
On track	<u>Implement Assets and Services Plan for Cranbrook ensuring timely and efficient delivery and that the creation of Cranbrook Town Council is supported.</u>	East of Exeter Projects	The Assets and Services Group continues to meet. Progress is being made with transfer of assets including Younghayes Centre and Place of Worship land.
Achieved	<u>Implement the Empty Homes Strategy and revise the action plan.</u>	Housing	Empty Homes Plan agreed/confirmed. Working arrangements commenced.
On track	<u>Implement the Private Sector Housing Renewal Plan delivery actions.</u>	Housing	Monitoring of online/web communications with customers continues. Review of process for House in Multiple Occupation (HMO) Licensing procedures and processes to be completed by April 2017. Review of Private Sector Housing Renewal Plan to commence April/May 2016.
Achieved	<u>Improve the environment on selected estates</u>	Housing	We continue to carry out a regular programme of estate walkabouts and blitz days to tackle issues locally. We also encourage residents, young and old, to join us on litter picks in some areas. We have several larger scale projects running currently, the latest being Clean for The Queen where we joined a national drive and helped sheltered tenants clear outside areas in Exmouth.
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
Achieved	<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.
Variation	<u>Through negotiation with developers to secure 500 affordable homes</u>	Planning Strategy and Development Management	The latest figures suggest that 204 affordable homes were completed in the last year, however negotiations continue to secure as much affordable housing as possible in the district through the planning process. The adoption of the new Local Plan with its new thresholds and requirements for affordable housing including contributions towards provision from all new houses should enable a higher level of provision in the future.
On	<u>To promote and enable good</u>	Planning	The Planning Team continue to take a

Service Plan Objectives - Priority 1a

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

Key Strategic Objective

Objective Status	Objective	Service	Comments
track	<u>development to maximise Business Rates retention and New Homes Bonus while protecting the district from harmful development.</u>	Strategy and Development Management	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.

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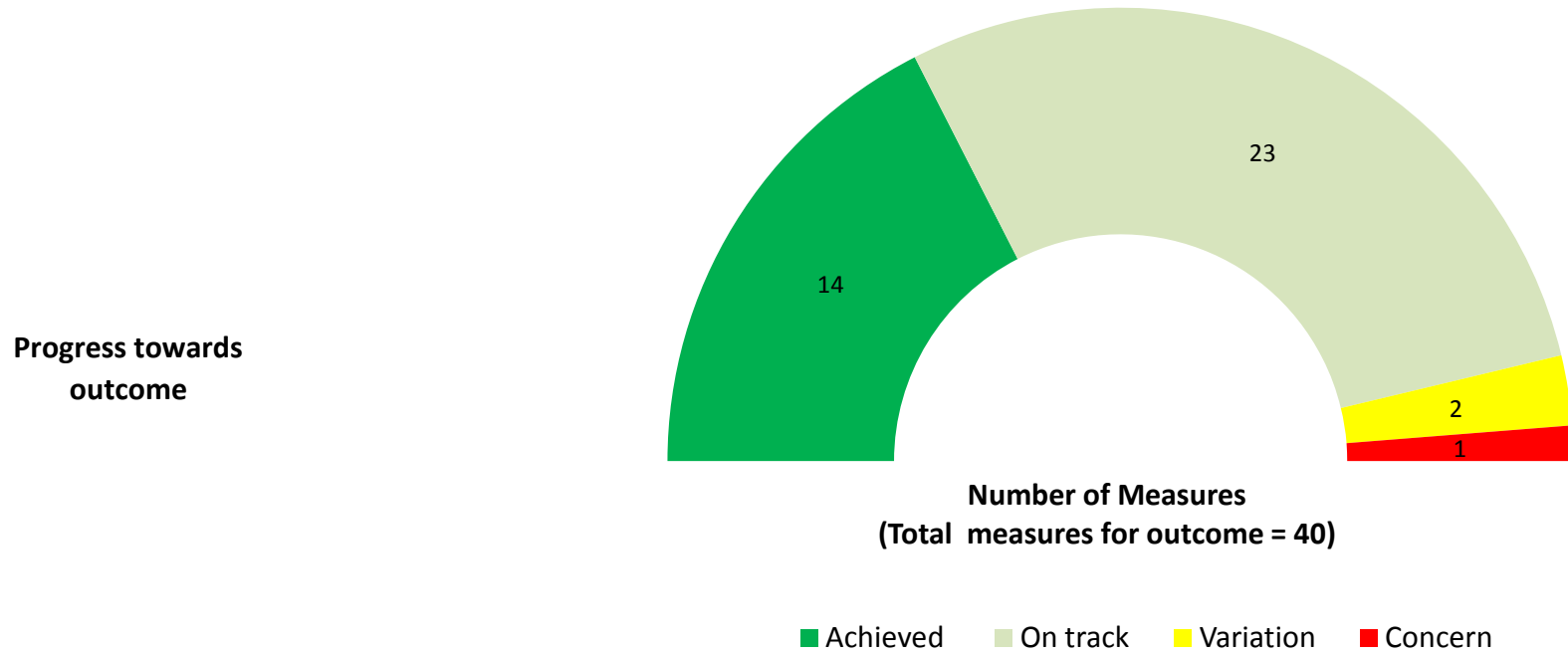
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PRIORITY ONE: Living in an outstanding place

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

Quarter Four Results 2015/16



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 complying with the policies and procedures adopted to ensure compliance with what is now the Homes and Communities Agency Regulatory Standards.
Achieved	<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. 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. A second community orchard has been established, this time at Moorhaven in Budleigh Salterton, where young people will learn how to plant and nurture the trees, and how to harvest the fruit to make apple juice.
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.

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>Enable the introduction of Tenant Inspectors</u>	Housing	This is being managed by senior technical officer (day to day repairs). A small proportion of properties are being inspected, scheme will be reviewed towards end of 2016 in order to establish what is being achieved.
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	On going review of landlords registering. Updated website with information for tenants and landlords. Incorporating this into the day to day Housing Enforcement work.
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	Consultation on the Issues and Options document will include questions on the future 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.
Achieved	<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	Evaluation of the pilot scheme is currently underway. A report with a recommendation will be presented to the Housing Review Board in June 2016. This will determine whether the service becomes a permanent service we offer. Feedback on the pilot is still positive with tenants indicating very high levels of satisfaction with the service.
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 2 construction work (individual property protection) is now complete (with the exception of 1 property which is being completed currently). Phase 3 and 4 works are being planned and should be delivered later in the year.
On track	<u>Implement a programme of fuel efficiency measures for off gas</u>	Housing	Option of Air source heat pumps being explored as a pilot scheme at Rodney

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>properties</u>		Close in Exmouth. Proposal currently being worked up.
Achieved	<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. This work is progressing slowly.
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. Discussions in place across Devon to consider alterations and improvements to the existing processes.
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. Initial inspections of sites under this new legislation to commence from April 2016
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.
Achieved	<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	
Achieved	<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 put considerable effort into maintaining high rent collection performance. The government policy requiring a 1% rent reduction per annum for four years is a major threat to this objective and the Business Plan will be

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
			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	Rent collection figures at year end are: with arrears brought forward 98.89% and without arrears 99.91%
Achieved	<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 are minimal currently 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	The asset mapping working group has now met twice and Paul Johns our asset surveyor is continuing the mapping of our assets according to the priority agreed in the working group. No projected end date yet. I've extended the completion date for another year to coincide with Paul Johns fixed term contract.
On track	<u>Negotiate district heating or carbon saving solutions from major strategic allocations</u>	Planning Strategy and Development Management	While this is an on-going objective we have made significant progress with Cranbrook and many other west end developments being built out being served by a district heating system. This will amount to over 7000 new homes over the next 10 years served by district heating.
Achieved	<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 track	<u>Reshape the Disabled Facilities Grant scheme in accordance with the Better Care Fund.</u>	Housing	Continuing involvement with Devon County Council and Devon local authorities to reshape the Disabled Facilities Grant

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
			(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	Recent payment of £250k has been received in relation to insurance claim from 2013 storms. Various issues still to resolve in terms of penetrating damp and ensuring our properties are sufficiently protected from extreme weather.
Achieved	<u>Review and have approved revised Licensing and Gambling Policies following statutory and guidance changes.</u>	Legal, Licensing and Democratic Services	Both policies have been approved and introduced after consultation and are updated on the council website
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	
On track	<u>Review our Engineering department to ensure we have enough resource to competently inspect and assess 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	Our new fully resourced team is still assessing and dealing with all engineering demands. The systems thinking review will begin in the autumn. The review of the team staffing and requirements is complete.
Achieved	<u>See through examination a Community Infrastructure Levy Charging Schedule and establish procedures for charging and collecting monies.</u>	Planning Strategy and Development Management	
Achieved	<u>Support tenants in holding an</u>	Housing	The tenant conference was held on 15

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>annual tenant conference</u>		October last year in Ottery St Mary and hailed a great success.
Achieved	<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 have drawn up a work plan that will deliver the recommendations which has now been agreed by the Housing Review Board. The Tenant Scrutiny Panel is planning to 'spot check' progress on delivery of their recommendations of previous reviews (on community centres and on voids) before embarking upon their fourth major review.
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	Since the last review the applications for the east of the town have now been refused for a variety of reasons. Discussions have been held with the developers and we waiting to hear from them as to whether they will now engage in a masterplan process.
On track	<u>To produce the Local Development Scheme documents</u>	Planning Strategy and Development Management	Work continues on the Gypsy and Traveller Development Plan Document (DPD) and it is hoped to be bring a report to Members in May on the work that has been done in trying to identify potential sites for provision. Members have considered a report to agree a criteria for the assessment of built up area boundaries following a consultation exercise although this has been deferred for further scrutiny. The Cranbrook DPD Issues and Options report will be reported to Members in May with a consultation exercise due to start shortly afterwards.
Achieved	<u>To produce Town centre and high street resilience strategies</u>	Regeneration & Economic Development	We have provided significant input to the Market and Street Traders consultation being led by the Licensing Team. This includes providing direct contact information for 100's of stakeholder food and drink, arts and crafts and horticulture based businesses from our MINT UK database of East Devon businesses.
On track	<u>Undertake Fire Risk Assessments in flats and implement any improvements required to comply with good practice advice</u>	Housing	Review of current position currently being undertaken. Five year programme to be formalised that addresses all issues in priority order. Current consideration to fire risk assessments being out-sourced in order to provide information on a more timely basis.
On track	<u>We will review and implement all relevant aspects of local Air</u>	Env Health & Car Parks	Our latest Review and Assessment Progress Report has been submitted to

Service Plan Objectives - Priority 1b

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

Key Strategic Objective

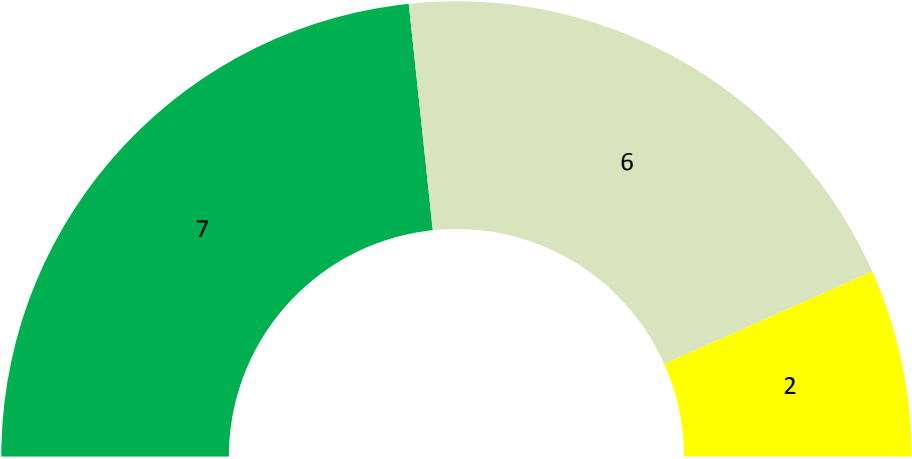
Objective Status	Objective	Service	Comments
	<u>Quality Management (AQM) in East Devon and we will to represent East Devon at the Chartered Institute of Environmental Health's Devon Air Quality Working Group. We will work with partners to develop the concept of "Healthy Honiton" into a project that relates to the Honiton AQM Aarea.</u>		<p>DEFRA. It covered all the requirements for reporting on monitoring and new local developments. It also covers some of the recommended additional elements including: a summary of key relevant planning applications and Information on the Local Transport Plan.</p> <p>The report was accepted and has been considered to be acceptable for monitoring data and new local developments. We will now begin a formal review and assessment of the current air quality within the Honiton air quality management area.</p>
On track	<u>Work with partners and stakeholders to secure funding for the production of beach management Plans (BMP) 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	<p>Sidmouth Beach Management Plan (BMP) work is continuing and the steering group is providing a good degree of challenge. Due to inclusion of additional data and extra reviews requested by the SG the plan is now projected to be delivered by Oct 2016. The Exmouth BMP is complete and we are implementing the actions as well as investigating software packages which can track actions and progress from all BMPs. The Seaton BMP has a line of Environment Agency funding for this financial year and preparations for this will begin later this calendar year.</p>

PRIORITY TWO: Working in an outstanding place

a. Outcome Deliver a thriving, competitive local economy

Service Plan Objectives - Quarter Four 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
Achieved	<u>Continue to support small and start up business through the proactive management of tenanted workspace</u>	Regeneration & Economic Development	Two new tenancies at EDBC already this year. One more to join in May. Two vacant units remaining. Projected rental income was £70,000 but now looks to be in excess of £100,000.
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 activity and meet the expectations of a diverse demographic.</u> • <u>Local skills and recruitment promotion.</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. Economic Development identifying specific workspace project and investment opportunities. Seaton Jurassic Centre completed and opened with high level of visitor numbers. Reinvestment of leisure maritime in Exmouth with the Mamhead slipway due for completion in August 2016
Achieved	<u>Implement electronic working for Licensing Team, including mobile working</u>	Legal, Licensing and Democratic Services	Licensing officers now have mobile working capability through laptops to access systems and mobile phones.
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	Completion of the Economic Plan in January 2016 for Exmouth's designation as a Coastal Community Town . Awaiting feedback on the Economic Plan from DCLG. Following this, further work will commence to move forward on the refresh of the masterplan.
Achieved	<u>Review the recommendations of the Workspace Review undertaken by</u>	Regeneration & Economic	There is one recommendation within the Carter Jonas Workspace review which

Service Plan Objectives - Priority 2a

Outcome: Deliver a thriving, competitive local economy

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>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>	Development	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 we 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 our 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 Economic Development Manager. 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	Application for a LIDL distribution centre now live. Ongoing discussions with partners including the Airport and Science Park Company to secure investment.
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	
Achieved	<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</u>	Env Health & Car Parks	The original concept of charging for visits using the Food Hygiene Rating Scheme as an incentive for premises to request visits to improve their score proved unworkable, when the Food Standards Agency (FSA) made a strategic decision that such visits and revisits were to be provided by authorities free of charge. The FSA is presently consulting on the mechanisms which could be acceptable to Government to require food businesses to bear their own costs by some form of charging regime. We await national guidance on what this will be and how we will administer any such scheme.

Service Plan Objectives - Priority 2a

Outcome: Deliver a thriving, competitive local economy

Key Strategic Objective

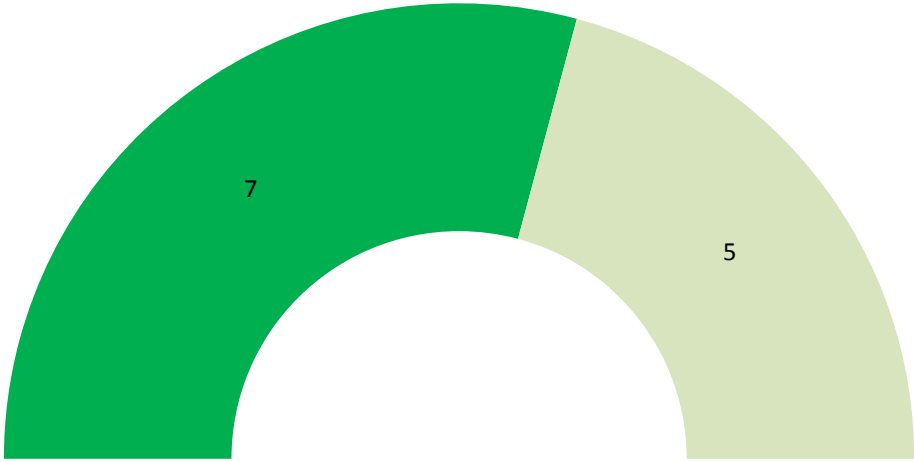
Objective Status	Objective	Service	Comments
	<u>obtaining additional advice and support in connection with proactively improving their food hygiene rating score.</u>		
Achieved	<u>We will carry out a cleaning review project at our higher risk food businesses, to educate proprietors on effective cleaning techniques and reduce risks to food safety</u>	Env Health & Car Parks	This had been completed by the Autumn of 2015.
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	
Achieved	<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	Funding from the Home Office has now been pooled County-wide and training is now being delivered via the Safer Devon Partnership.
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	We have been in discussions with Parish Councils concerning possible asset transfers and we have explored a joint venture in Sidmouth with a private sector provider. We remain open to alternative delivery models but this year all of our revenue earning car parking assets have remained in our ownership and under our day to day management.
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 that we deliver a robust, quality service that also provides good value for money.</u>	Env Health & Car Parks	Arrangements are now in place under the terms of a 3-year contract representing a substantial financial saving.
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	The Local Plan Inspector required the relevant policy within the local plan to be amended so that it seeks to encourage the promotion of apprenticeships and other construction skills training through the planning system rather than making it a requirement. In light of these further work is needed between the authorities to understand what can be done to encourage this but the change to the Local Plan leaves us with little power to control this.

PRIORITY THREE: Enjoying this outstanding place

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

Service Plan Objectives - Quarter Four Results 2015/16

Progress towards outcome



**Number of Measures
(Total measures for outcome = 12)**

■ Achieved ■ On Track ■ Variation ■ Concern

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
Achieved	<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	2015/16 programme delivered on time and on budget by Villages in Action team. Outputs from this work programme are presented to the Arts & Culture Forum at their biannual meetings.
Achieved	<u>Deliver new countryside outreach work programme within targeted communities across East Devon collaborating with Housing</u>	Countryside, Arts and Leisure	This has been a successful period. Over the past year 1600 people have been engaged in activities in their local environment. This has been targeted in housing communities with high concentration of council housing. Over 60 new sessions or events have taken place.
Achieved	<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	Volunteering provision has continued to grow with over 100 registered volunteers actively working with the team across all sites. This has added huge value to our work but also has beneficial impact on the health and well being of volunteers. New events to contribute to this agenda have been set up including a second community orchard that was planted in Budleigh Salterton. In conjunction with the public health officer we are in early discussions with GP surgeries about the area of green prescriptions.
On track	<u>We will work to safeguard the health and wellbeing of residents and visitors by implementing our food safety sampling and inspection programme and we will issue each of our catering and food retail businesses with a food hygiene rating score</u>	Env Health & Car Parks	The annual food inspection programme has been completed. There were 23 premises overdue for inspection by the end of the year, most of which were E category self assessment questionnaires that had not been returned within the required time.
Achieved	<u>Investing in and promoting the infrastructure and profile of</u>	Regeneration & Economic	Seaton Jurassic opened March 2016. Work commenced on Mamhead slipway in Exmouth

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>East Devon's visitor economy and leisure entertainment and cultural attractions. 2015/16 will see the operation of Exmouth Premier Inn conditional contract for a watersports centre construction of Seaton Jurassic.</u>	Development	February 2016. Progress made with the Queen's Drive redevelopment in Exmouth in securing vacant possession of the site so that development can commence in the future following final resolution of litigation issues.
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	In place since Christmas 2015.
On track	<u>Continue with participatory budgeting work with town and parish councils to deliver sports and play areas.</u>	Org Dev	We are continuing to carry out participatory budgeting to spend all Section 106 sports and play money within the district. We are currently working on around 15 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 and how we can improve it for the future.</u> <u>To include plans for better managing ASB nuisance from jet skis partnership enforcement with Exeter and Teignbridge and plans for a patrol boat.</u>	StreetScene	Beach award applications being produced for Exmouth, Budleigh Salterton and Jacobs Ladder beaches with a view to gain for 2016 season. Other beaches to be applied for next season 2017.
Achieved	<u>Thelma Hulbert Gallery (THG) to programme five significant exhibitions a year attracting an audience of 9000 annually</u>	Countryside, Arts and Leisure	A range of high profile and community exhibitions, (including winning the chance to work with international artist Luke Jerram) all programmed and successfully delivered. With gallery visitor figures for 2015/16 of 9306 with additional outreach figures taking the audience numbers above 10,000.
Achieved	<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	Workshops and activities both in the gallery and out in the community have seen a major increase. From partnerships with Honiton Children's Centre to increased work with the Memory Cafe for those with dementia and their carers. For the first time we have partnered with the Deaf Academy and with young people with little or no sight through WESC Foundation. Also curated exhibitions of work produced during THG outreach sessions with these and other disadvantaged groups alongside SEND

Service Plan Objectives - Priority 3a

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

Key Strategic Objective

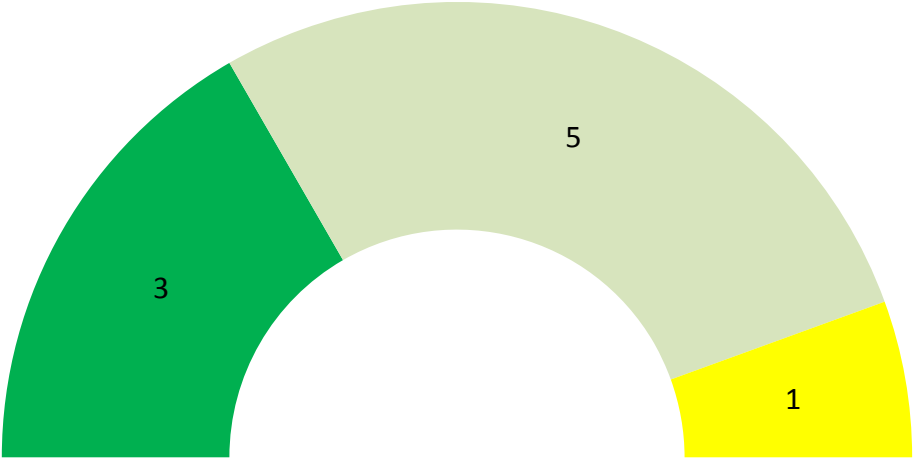
Objective Status	Objective	Service	Comments
			and mainstream schools.
On track	<u>We will continue to review our car park fees and charges and where appropriate we will respond to situations with special offers and we will report to Members with an annual review during the autumn.</u>	Env Health & Car Parks	We are proud to say that for the sixth consecutive year we have not increased our basic hourly charges for car parking in East Devon's off street car parks. Our permits continue to offer exceptional value for money for regular users and our out of season £2 all day after 10am offer proved popular with town centre businesses.
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	The Environmental Health team deal with roughly twenty dog-related cases every week. These cover a range of issues and the Officers are adopting an intelligent and proportionate approach to this workload. We do listen to what people are telling and a range of measures are being put in place to educate and promote responsible dog ownership alongside investigation and enforcement where that is appropriate.

PRIORITY THREE: Enjoying this outstanding place

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

Quarter Four Results 2015/16

**Progress towards
outcome**



**Number of Measures
(Total measures for outcome = 9)**

■ Achieved ■ On track ■ Variation ■ Concern

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
Variation	<u>Constitute a joint committee with Exeter City and Teignbridge District Councils</u>	East of Exeter Projects	First meeting of Joint Committee delayed. Now scheduled for June.
On track	<u>Continue to ensure that high quality & accessible green space is being provided within Cranbrook</u>	Countryside, Arts and Leisure	Continuing to develop and improve the Country Park in terms of its infrastructure, wildlife and use by local residents and local schools. Progress has been promising with plenty more to do in 2016/17.
On track	<u>Deliver the Green Infrastructure Strategy for the Growth Point area</u>	East of Exeter Projects	Green Infrastructure Board meeting quarterly. Key projects, e.g. to deliver the Clyst Valley Trail, under development.
Achieved	<u>Develop and roll out Community Orchard project</u>	Countryside, Arts and Leisure	Successful implementation of Community Orchard roll out programme for 2015/16 - a suite of new sites targeted for delivery in 2016/17 due to the success of pilot work in Exmouth.
Achieved	<u>Develop new income streams around woodland products, corporate away days and new events</u>	Countryside, Arts and Leisure	Income target set for year has been exceeded showing the potential to develop these income streams from our Local Nature Reserves where possible. The income growth is expected to come from greater sales of woodland products, new public events and exploring franchise opportunities for 2016/17
Achieved	<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</u>	Planning Strategy and Development Management	The systems thinking reviews of both the conservation team and enforcement have made significant progress and some changes have now been implemented. A full refresh of the Development Management system is in the

Service Plan Objectives - Priority 3b

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

Key Strategic Objective

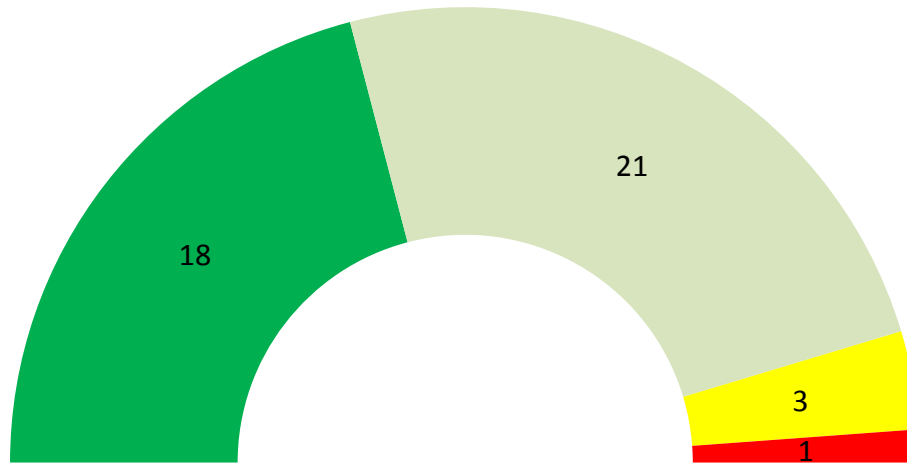
Objective Status	Title	Service	Comments
	<u>officers</u>		planning stages which will enable these reviews to be implemented in full and aligned with the rest of the Development Management service.
On track	<u>Tree team to implement new processes and ways of working</u>	Countryside, Arts and Leisure	Significant progress has been made - Council approval for a new Tree Officer that was evidenced by the systems review work. Changes have been proposed to the way we deal with making Tree Preservation Orders and agreeing works as well as delegation levels to speed up the service provided to our customers. These are being presented to Legal and Planning end of April 2016 for implementation. There is still significant redesign work to carry out as well as dealing with the Tree Task and Finish Forum recommendations in 2016/17.
On track	<u>Write and implement Green Infrastructure Plan</u>	Planning Strategy and Development Management	To date progress has not been made on a Green Infrastructure Plan as securing adoption of the Local Plan has dominated policy team workloads in recent months. In 2016 workload schedules (noting staff resource implications) will need to be established to plan out how to make progress this project.

PRIORITY FOUR: Outstanding Council

a. Outcome Efficiencies: financial and time-saving

Service Plan Objectives - Quarter Four 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	
Achieved	<u>Carry out consultation in relation to new accommodation</u>	Org Dev	The consultation has now been completed, including equalities consultation, results have been written and have been reported to SMT and Councillors for them to take into account when planning the future delivery of their services.
Achieved	<u>Complete a review of the Personal Protective Equipment (PPE)</u>	StreetScene	Personal Protective Equipment (PPE) review has been completed and the 'hi-vis by default' clothing has been rolled out to all operations teams from 1st April.
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	<u>Delivery of new welcome process online module</u>	Org Dev	
Variation	<u>Design policy and procedures and then</u>	Finance	Work is underway on this but other priorities have caused delay

Service Plan Objectives - Priority 4a

Outcome: Efficiencies: financial and time-saving

Key Strategic Objective

Objective Status	Title	Service	Comments
	<u>implement changes on corporate anti fraud</u>		
Variation	<u>Develop a business case to Government to support the establishment of a combined authority approach</u>	East of Exeter Projects	Paper being drafted setting out potential for closer, deeper relationship between the four adjoin District Councils and the County Council. Wider relationship with the Devolution proposals and the potential establishment of a Combined Authority across Devon and Somerset yet to be fully established.
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	Projects continue to be developed in the context of key funding streams e.g. Growth Deal.
On track	<u>Environmental Health service requests receive a timely and appropriate first response</u>	Env Health & Car Parks	We continue to offer a full range of Environmental Health Services to our residents and businesses which does of course include an appropriately qualified and experienced Officer responding to customer enquiries and requests for service.
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 conversations with Exeter and Teignbridge continue. The remit has recently expanded to include the County Council and Mid Devon District Council. The devolution debate is also having an impact. Reports will be forthcoming in due course concerning governance and scope of possible joint projects.
Concern	<u>Implementation of E-billing, Self Service & Risk Based Verification</u>	Finance	Still a number of modules to implement. Concern over the amount of ICT resource that has been allocated to this project and aware that from end of May 16 that this will be further exacerbated because of new ICT projects that it is believed have been allocated to the System analyst responsible for delivering this project. ICT resource allocation to this project was discussed at the Strategic Management Team on 18/5/16 and a request was made that Strata prioritise staff resources to deliver the implementation of the remaining modules. This project is important to the delivery of the Council's Transformation Strategy and has savings targets linked to its delivery.

Service Plan Objectives - Priority 4a

Outcome: Efficiencies: financial and time-saving

Key Strategic Objective

Objective Status	Title	Service	Comments
Achieved	<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 the expected income received. This year Home Safeguard has contributed £243k to the General Fund. The SWAP team has completed their audit of Home Safeguard processes regarding the collections of money and some minor changes to ensure our systems to protect against potential fraud have been implemented.
On track	<u>Influence key parts including the Heart of the South West LEP, BIS/DCLG and HCA</u>	East of Exeter Projects	Recent events have included a visit from senior Department for Communities and Local Government officials and ongoing dialogue with Homes and Communities Agency and the Local Enterprise Partnership.
On track	<u>Optimising the identification and collection of rates due</u>	Finance	
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	Members have now resolved that Community Infrastructure Levy(CIL) be implemented from September and so an officer working group across the affected services has been established and is working through the various processes and systems that will need to be put in place. An advert will go out shortly for an additional post within Planning to help to administer the CIL collection process and will be funded from CIL income. In addition the computer software to operate CIL has been procured and will be installed by Strata in the next few weeks.
On track	<u>Progress the establishment of an Energy Services Company</u>	East of Exeter Projects	Decisions now being made by the Cabinets/Executives of the relevant Authorities.
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</u>	Legal, Licensing and Democratic Services	

Service Plan Objectives - Priority 4a

Outcome: Efficiencies: financial and time-saving

Key Strategic Objective

Objective Status	Title	Service	Comments
	<u>senior officer briefings</u>		
On track	<u>Raise the profile of the area by ensuring that key achievements are clearly communicated</u>	East of Exeter Projects	Recent high profile events have included Healthy New Town status for Cranbrook.
Achieved	<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. Proposals for a new committee structure and procedure to come forward to the annual meeting in May 2016.
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	Chairmanship now with Exeter City Council.
On track	<u>To develop processes and procedures to enable pro-active communication with developers</u>	Planning Strategy and Development Management	Our new Development Enabling and Monitoring Officer has been doing excellent work since she started in January through contacted developers of locked sites and sitting down and discussing the issues with them and trying to help to remove obstacles to delivery. This work is enabling a greater understanding of the issues and we are working closely with developers to try and remove obstacles wherever possible.
On track	<u>To ensure building Control income is sufficient to meet expenditure and provide suitable surplus to</u>	Planning Strategy and Development Management	The final Outturns on the Building Control Budget is not expected until Mid May, however it is predicted, that a small surplus will be achieved again this year.
On track	<u>To ensure the Council has appropriate plans in place that will deliver a balanced Council budget</u>	Finance	

Service Plan Objectives - Priority 4a

Outcome: Efficiencies: financial and time-saving

Key Strategic Objective

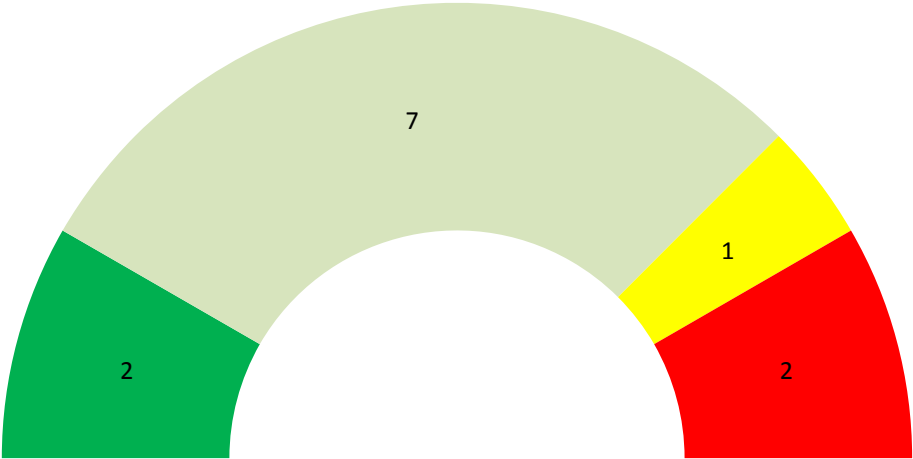
Objective Status	Title	Service	Comments
Achieved	<u>To implement structure changes within the Income & Payments team</u>	Finance	
Achieved	<u>To support delivery of the Council's relocation plans including the sale and relocation of assets</u>	Property and Estates	Heads of terms for sale of Knowle site agreed. Manstone depot to be retained. Heathpark site now to be used for headquarters development.
On track	<u>Undertake a Review of the process for writing the Local Plan in future.</u>	Planning Strategy and Development Management	A review is included on the latest Scrutiny Committee forward plan and it is understood will be timetabled into their work programme for the coming year.
Achieved	<u>We will review our in-house dog warden service</u>	Env Health & Car Parks	Following a review of the service, this Council (in common with many others) does not now employ a dedicated dog warden. The Council's statutory duties and other services relating to dogs and their owners are now being fulfilled by a local kenneling contractor and a number of experienced officers from the Environmental Health service supported "on the ground" by intelligence gathered by other Council staff and members of the public. This is offering not only a more comprehensive service but is also achieving a financial saving.
Achieved	<u>We will review our procedures for regulating installations that require a pollution prevention permi</u>	Env Health & Car Parks	Following changes in the legislation we are no longer required to issue permits to operators of small dry cleaning businesses and garages using waste oil for heating. We have however begun to regulate other potentially polluting processes including two new wood-gasification plants. Our procedures have been reviewed accordingly.
Achieved	<u>We will review our professional fees and charges</u>	Env Health & Car Parks	Our professional fees and charges were reviewed and continue to be the subject of a claim for costs at the conclusion of legal proceedings. The charges are based on the officer's hourly rate with a 25% premium to reflect the organisational on-costs.
Variation	<u>Work towards an integrated development service between Development Management and Building Control.</u>	Planning Strategy and Development Management	A systems thinking refresh of the Development Management Service is in the planning and will engage with the Building Control Service to ensure that a more joined up approach is taken in future. Unfortunately persistently high workloads is making it difficult to dedicate the resources to this review but it is hoped that significant progress will be made in the next quarter.
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 Four Results 2015/16

**Progress towards
outcome**



**Number of Measures
(Total measures for outcome = 12)**

- Achieved
- On track
- Variation
- Concern

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. We are ready to inform staff that orders created in the old system will not be accepted as majority of staff have had training this will in turn raise a request for retraining throughout the council.
Concern	<u>Complete the roll out of smartphones and mobile working technology</u>	StreetScene	Strata haven't completed the re-design of MX apps for Apple iOS as they have encountered a bug which means the apps don't work on iPhone once the phone goes into 'sleep' mode. This means apps such as lone worker tracking and staff positioning won't work. Strata are due to get an answer from the app developer within 2 weeks as to whether this bug can be fixed. If it can then the roll out of iPhones can continue, if it can't we will have to revert to android. This is currently causing operational issues as we have some staff members who have iPhones, which means we can't live track their location for safety and work ticket assignment purposes. We also have a number of staff with old android phones which need replacing, however we don't want to replace these until the Android vs iPhone question has been answered. An alternative strategy being explored is for StreetScene to retain Android phones if we cannot get the App to work effectively on iOS operating system.
On track	<u>Continue to improve the Planning On-line</u>	Planning Strategy and	Work is ongoing to improve the system including providing ward member and consultee access to submit

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>service through integration with the new Council website</u>	Development Management	comments directly to the system.
Concern	<u>Deliver service efficiencies and improvements through the application of Systems Thinking techniques</u>	Legal, Licensing and Democratic Services	Will now be delivered in 16/17
Variation	<u>Develop new intranet to support new office accommodation, mobile working and improve officer access</u>	Org Dev	This project is now in the Strata workplan for January 2017
Achieved	<u>Developing licensing service links with social media to improve engagement with customers and reside</u>	Legal, Licensing and Democratic Services	Licensing service actively uses social media to inform and engage with customers on a regular basis
Achieved	<u>Encourage tenants to use digital self service and upgraded website</u>	Housing	Digital projects for older people 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. New digital sessions targeting working age adults are now on stream and offered through new tenancy visits as well as via the regular newsletter updates.
On track	<u>Explore if efficiencies can be achieved from the handling of general calls</u>	Customer Service	Customer Service Centre (CSC) has in the last quarter taken general enquiries for repairs during training sessions and also assisted with some calls on section 106. We are looking to review other processes that CSC can assist with in conjunction with the open for business project
On track	<u>Implement a new housing management IT system to improve customer journeys</u>	Housing	Open Housing Project is progressing - phase 1 went 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 beach huts pricing strategy introduced. Sport and social clubs rents and grants system in development. Whole life asset cost/returns information and software in development. Case study of Beer asset devolution to be considered by

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
			Asset Management Forum and Senior Management Team. District wide strategy for asset devolution in development for council consideration.
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 be 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.

Scrutiny Committee Forward Plan 2016/17

Date of Committee	Report	Lead
7 Jul 2016	Scoping report on topics currently listed	Debbie Meakin
4 Aug 2016		
1 Sep 2016		
6 Oct 2016		
3 Nov 2016	Police and Crime Commissioner	
24 Nov 2016		
5 Jan 2017		
11 Jan 2017	Draft budget and service plans with Overview	Simon Davey
2 Feb 2017		
2 Mar 2017		
30 Mar 2017		
4 May 2017		

Work for scoping and allocation to the Forward Plan as appropriate:

Proposed date	Topic
tbc	Devon Partnership NHS Trust – replacement service for St John’s Court, Exmouth
	Portfolio Holder updates as required
	Performance monitoring quarterly reports
tbc	Review of the production process of the Local Plan
tbc	Update on all beach management plans
tbc	Election 2015 accounts update

Currently scoping for report back to Scrutiny on how to proceed:

1. Exmouth masterplan consultation of 2011
2. Exmouth “Splash” and associated area, excluding current pre-planning application work
3. Beach hut consultation prior to hire charge changes, particularly on the timing of public meetings in relation to wider consultation
4. Inclusion of land at Sidford in the production process of the local plan.

Briefing paper for Scrutiny Committee



What is meant by Scrutiny?

The Scrutiny Committee acts as a “critical friend” to the Cabinet, an independent function led by councillors to help improve services. The constitution sets out the role of the committee as being:

- Review and scrutinise decisions made by, and the performance of, the Council and Cabinet and council officers both in relation to individual decisions and over time;
- Review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- Question members of the Cabinet and senior officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decision, initiatives or projects;
- Make recommendations to the Cabinet arising from the outcome of the scrutiny process
- Review and scrutinise the performance of other public bodies in the area, inviting them to address the Scrutiny Committee on behalf of the public about their activities and performance;
- Question and gather evidence from any person (with their consent);
- Exercise the right to call-in for reconsideration, decisions made but not yet implemented by the Cabinet and/or a Portfolio Holder.

The Scrutiny Committee is also the Council’s designated committee to debate crime and disorder issues, as required under section 19 of the Police and Justice Act 2006. In practice, this means that regular reporting will be made from the existing East and Mid Devon Crime and Disorder Scrutiny Panel, along with reports from the Anti-social Behaviour and Community Safety Co-ordinator.

Across the year, the Committee will be required to review regular performance reports and focus in particular in January on the draft budget for the coming year.

Other topics may be brought directly from officers in the course of their service delivery, but most importantly the scrutiny process must be Member led. Any issues or topics suggested by the Committee must be fully scoped, so that the Committee can agree what precisely is to be investigated and to determine what outcome the Committee seeks, without pre-empting the final agreed recommendations of the Committee.

A scoping template is set out in this briefing paper – please familiarise yourself with this.

Some topics require a detailed level of work by Members with a keen interest in a topic and/or a clear skill set for undertaking in-depth investigation. The Committee can, after proper scoping, set up a Task and Finish Forum to undertake such work, and call on Members from across the Council to be part of that Forum.

Questioning is key. As a Scrutiny Committee member – you want to be prepared, so below are some helpful prompts to help you form your questions. Your questioning technique is crucial in order to encourage open answers – avoid interrogation and treat those you are questioning with respect, **but don’t be afraid to ask supplementary questions of you feel you haven’t been given a clear answer.**

- IS IT REQUIRED? (do we have this, does it make sense to tackle it, do we really need it).
- IS IT SYSTEMS THINKING? (is it evidence based and designed around the customer demands)
- IS THE INTENTION CLEAR? (what are we actually trying to achieve)
- ANY REAL OUTCOMES? (are we actually, and measurably, achieving things for our customers).
- WHAT IS THE COST? (both time and money)
- DOES IT COMPLY? (have we checked that it meets our obligations, the law, any formal guidance, and any Council policy or resolutions).
- OTHERS DO WHAT? (how do other organisations tackle this, best practice)
- EFFECTIVE AND EFFICIENT? (how do we know we're doing things well, in a timely fashion, and at "best value")
- WHAT IS THE RISK? (any areas of risk for the Council)
- ANYONE LOSE OUT? (are there sections of the community who might be disadvantaged by this approach, or be less able to take advantage, than others)
- DOES IT LINK? (have we linked this to other, similar, pieces of work within or outside the Council)

The Scrutiny Committee makes recommendations to Cabinet – it can only make resolutions on its own affairs, such as the setting of the forward plan or task and finish forums.

Scoping template

Scope of work for scrutiny:

Broad topic area:	
Specific areas to explore within topic area:	
Areas NOT covered by the review:	
Desired outcomes of the review:	
Expected resource impact if outcomes reached	
Who should be consulted to obtain evidence (e.g. Ward Member, officers, stakeholders)	
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:	
Timescale including start date:	
Who are the recommendations being reported to:	