

Agenda for Scrutiny Committee

Thursday, 2 March 2017, 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 21 February 2017

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- 1 [Public speaking](#)
- 2 To confirm the minutes of the meeting held on 2 February 2017 (pages 3 - 7)
- 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 **Broadband update** (pages 8 - 11)

Present at the meeting will be:

Phil Roberts from Connecting Devon and Somerset

Paul Coles from British Telecom

Gary Day from Voneus (fixed wireless broadband provider)

Portfolio Holder for Corporate Services

[Latest press release from Connecting Devon and Somerset](#) available online.

The committee had an update on this at their meeting on the [14 April 2016](#) and [12 November 2015](#).

- 9 **Communities and Local Government Committee inquiry into overview and scrutiny arrangements** (page 12)

Opportunity to debate what response can be submitted from the Scrutiny Committee; Overview Committee members are invited to attend for this item.

Individual councillors are of course able to submit an individual response to the inquiry.

10 **Quarterly monitoring of performance quarter three 2016/17** (pages 13 - 47)

11 **Scrutiny forward plan** (page 48)

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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 2 February 2017

Attendance list at end of document

The meeting started at 6.00pm and ended at 7.42pm

The Chairman advised the committee that Councillor Douglas Hull, a member of the committee, was currently unwell, and had sadly recently lost his wife. The committee expressed their condolences and wished him a speedy recovery.

***33 Public speaking**

There were no public speakers.

***34 Minutes**

The minutes of the Scrutiny Committee held on the 24 November 2016 were confirmed as a true record.

***35 Declarations of Interest**

Councillor Bruce de Saram: minute 39; personal interest; Chairman of Exmouth Cricket Club.

Councillor Darryl Nicholas: minute 37; personal interest; works for New Devon CCG.

***36 Review of the process for production of the Local Plan**

The Service Lead for Planning Strategy and Development Management updated the committee on discussions held with the Planning Advisory Service (PAS) on their availability to undertake a review of the production process of the Local Plan.

A review of the production process has been on the forward plan of the committee for some time. The proposal from PAS for undertaking the review gave an opportunity for an independent body with experience in this line of work to report back to the committee for comment and recommendations to Cabinet.

The broad outline of the proposal was set out in the report, covering 10 days work at £600 per day, plus expenses and VAT. An exemption to standing orders request will have to be submitted for the work, as there is no allocation in the budget.

The committee was asked to provide detailed instructions of any specific issues in respect of the review that they would like PAS to consider if they felt this course of action should proceed.

In discussion, the committee debated:

- An opportunity for an independent body to review the process and provide recommendations on future plan production;
- The PAS was a respected body and had undertaken such work before for another authority – although with differences in local plans, those recommendations would not necessarily apply to the Council directly;
- The recommendations that may result from the review could relate in part to the Greater Exeter Strategic Plan (GESP) but as this was now a different model of plan, it was possible that the recommendations by the PAS would not be relevant to the GESP;

- The governance arrangements for the GESP were set out and were recommended by the Strategic Planning Committee at their meeting on the 17 January 2017;
- Suggestions were put forward for specific detail for the PAS to consider relating to the Strategic Housing Land Availability Assessment (SHLAA) being communicated to land owners; and how errors in calculations were handled in the process;
- No current budget provision made for this work; a suggestion was made to start on staff travel cost review which would provide adequate budget to cover this work;
- A number of changes had occurred since the production of the plan, including the GESP and the change from SHLAA to Housing and Employment Land Availability Assessment (HELAA); and clearer guidance had evolved on the legislation;
- There was a risk that undertaking the review would produce recommendations that could not be used because of the change of how such plans were produced in the future;
- The cost was a relatively small amount and would help to clarify a number of issues.

The Chairman proposed that the review of the Local Plan production process be undertaken by PAS. The proposal was put to the vote and lost.

***37 NHS Property Services**

The committee discussed the transfer of 12 community hospitals to NHS Property Services as landlords, at their meeting on the 24 November 2016. At that meeting the committee resolved for the Chairman to write to NHS Property Services to express the disappointment at the lack of response to the request to attend committee, and put other questions raised during the debate.

A response was received on the 22 December 2016, and included:

- Explanation of calculation of market rental value for freehold properties;
- Voluntary contributions from community groups value being appreciated but does not in itself provide rights of ownership;
- The uplift to NHS England's funding from the Department of health for market rent is intended to be recurrent in subsequent years.

The committee discussion included:

- Information on the website of the NHS Property Services indicated that the body was acting as a commercial enterprise, which was not fitting to the NHS service; it was a move towards asset stripping, and a factor into the change in the NHS service moving towards the American system of healthcare;
- Areas of particular concern were that any receipts of sales were not ringfenced to the local area; the impact on voluntary donations both past and present; and that mitigation by NHS England on rents did not present any savings to the NHS budget;
- That the NHS Property Services charges were excessive and only took more money away from service delivery;
- The services required were not commissioned by NHS Property Services but by the Clinical Commissioning Group (CCG);
- Selling of assets happened elsewhere with other bodies, such as church premises, where voluntary donations had made considerable investment in maintaining them;
- Putting sales receipts into where the maintenance was most needed was a fair business model.

RESOLVED that

1. The Scrutiny Committee records its deep regret that the NHS Property Services has declined its invitation to a meeting of the East Devon District Council Scrutiny Committee;
2. The Scrutiny Committee to write to the three local MPs representing East Devon, expressing its concern at the failure of NHS Property Services to agree to attend a meeting of the East Devon District Council Scrutiny Committee, and asks the MPs to raise the matter with the Secretary of State for Health, with a view to his ensuring proper openness and transparency in the work of NHS Property Services, and ensuring proper public scrutiny of the work of the NHS Property Services, by requiring attendance at meetings of local councils when requested to do so;
3. The Scrutiny Committee to write to the Devon County Council Health and Wellbeing Scrutiny Committee, expressing its concerns;
4. The Scrutiny Committee to write to NHS Property Services requesting details of the actual market rent for Axminster Hospital, Budleigh Salterton Hospital, Exmouth Hospital, Honiton Hospital, Seaton Hospital and Sidmouth Hospital, with details of how those figures were arrived at.

(Councillor Darryl Nicholas left the chamber for this item once a reference was made to the CCG and remained absent for the vote)

***38 Police and Crime Panel Update**

Councillor Tom Wright, representative for the Council on the Police and Crime Panel, gave an update on their work, and highlighted that the Panel were considering the police budget at their next meeting. The Police and Crime Commissioner's new plan is now published.

In discussing the update, the committee reiterated its view that whilst it welcomed the proposal to increase police officer numbers, it wished to see the current level of PCSOs retained, as expressed to the PCC when she met with the committee on the 3 November 2016.

Cllr Wright confirmed that discussions were ongoing with the office of the PCC and other parties in relation to the future of the CCTV system in Exmouth.

***39 Scoping – rental of Sports and Activities Clubs; and Thelma Hulbert Gallery**

A scoping report set out the options for the committee to consider on any possible review of two of the topics from the forward plan list.

Rental of tenanted non-residential property – sports and activities clubs

The report set out a timeline of the process of council asset review of those premises used by sports and activities clubs, covering the reports presented to Cabinet outlining the review and a proposed rent support grant scheme.

Cabinet are due an update report that illustrates the work completed to date with lease reviews and the first round of applications to the support grant scheme, along with a review of that scheme and any refinements that may be required for subsequent applications.

The committee were in agreement that this topic should not be scoped further until the update report had been presented to and discussed by the Cabinet.

Thelma Hulbert Gallery

The focus on the scope was to look at the performance of the gallery in commercial terms, rather than comment on the diversity and type of events and workshops offered.

Regular reporting is made to the Arts and Culture Forum and directly to Council. Basic statistical information was presented to the committee to show the footfall and income increases; the number of events and workshops were illustrated in recent Cabinet reports, which reflected the social, wellbeing and economic benefits that the Gallery gives.

Based on this trend of improvement, the officer recommendation was that no further work was required by the committee to review the progress of the Gallery at this time.

A suggestion was put forward that the committee should receive an update from the gallery about their work, in particular their excellent outreach work. In response the Chairman made clear that he felt the remit of the committee was related to the performance of the gallery, and the information presented showed that there were no areas of concern that warranted further investigation by the committee. The internal audit plan already shows work on discretionary services (including THG) for 2017/18.

RESOLVED that:

1. No further investigation into the Thelma Hulbert Gallery is warranted at the current time;
2. No further scoping into Rental of tenanted non-residential property – sports and activities clubs until an update on the rent support scheme has been received and debated at Cabinet.

***40 Scrutiny Forward Plan**

The forward plan was noted with the addition of discussion on submitting comment to a government inquiry on the overview and scrutiny arrangements.

The Broadband update scheduled for 2 March meeting was discussed and suggested to widen to include mobile phone coverage; the committee requested that representation from Connect Devon and Somerset and British Telecom is sought for that meeting.

Other suggested topics were already being discussed by the Overview Committee or the Strategic Planning Committee.

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

Scrutiny Members present:

Roger Giles
Alan Dent
Colin Brown
Simon Grundy
Bruce de Saram
Dean Barrow
Darryl Nicholas
Cherry Nicholas

Bill Nash
Val Ranger
Marianne Rixson

Other Members

Dawn Manley
Andrew Moulding
Geoff Jung
Megan Armstrong
John Dyson
Pauline Stott
Tom Wright
David Barratt

Officers present:

Ed Freeman Service Lead Planning Strategy and Development Management
Giles Salter, Solicitor
Debbie Meakin, Democratic Services Officer

Scrutiny Member apologies:

Cathy Gardner
Marcus Hartnell
Maddy Chapman
Douglas Hull

Other Member apologies:

Graham Godbeer
Jill Elson

Chairman Date.....

Update to EDDC scrutiny committee (14th April meeting) re Broadband provision

You will be aware that EDDC submitted a bid for funding to the BDUK South West Ultrafast Broadband fund in respect of a technical solution (EDDC in conjunction with Broadway Partners) to provide wider provision of Broadband in East Devon “not spots/white areas” where the current CDS/BT, BT commercial or any other provider has any current plans to do so. The application was for £2 million.

I regret that our application was unsuccessful as you will see from the two letters that are appended to this update.

The reasons given for refusal to progress our application are disappointing given there is no comment on the validity or otherwise of the technical solution proposed in the application and mainly relates to tax payers money potentially double funding the project and EDDC’s unwillingness to share data with CDS to avoid this.

EDDC has never been unwilling to share data with CDS as is acknowledged by CDS and as recently as 4th February 2016 in the E Mail below from me to CDS which again sets out our position. BDUK has assumed a view on data sharing without asking EDDC if this was actually the case.

The refusal was appealed by the EDC CEO and the second letter as attached maintains the position where for reasons best known to BDUK suggests that in order to avoid double funding an NDA (non-disclosure agreement) would need to be signed with CDS whereby no details of where, when or how tax payers money could be published by EDDC in terms of openness and transparency. To date EDDC has refused to sign an NDA with CDS for either phase 1 or going in to phase 2 delivery of Broadband where the explanation given is on grounds of commercial confidentiality; difficult to comprehend given no contracts have been agreed for phase 2 delivery of service!

Dear Mr Field,

Thank you for your letter of the 16th February. Its contents are a disappointment to the Council.

As regards the points you make I would ask that the matter is reconsidered in the light of the following:

- 1. If I understand your assessment correctly you are stating that our request for funding from the SWUF is inappropriate or unnecessary because of the private sector led initiative we have proposed? The implication is that the DCMS prefers a subsidy led approach involving further funding to BT or whatever future partner CD&S secure. Is this correct?*
- 2. The reference to a lack of coordination with CDS is perplexing. There is a fundamental point of principle that CDS will only engage on the basis of a NDA. It is my understanding that the Government has confirmed that this is inappropriate, yet you seem to be endorsing it? Furthermore we have sought meetings with CDS and each time an arranged date has been*

cancelled. We were finally due to meet next Tuesday the 23rd but this now seems redundant bearing in mind your letter?

3. You refer to project finance experts in HM Treasury. Do you have a contact I can liaise with?

From: Cllr Phillip Twiss

Sent: 04 February 2016 10:04

To: keri.denton@devon.gov.uk; andrew.leadbetter@devon.gov.uk; Cllr Paul Diviani; Mark Williams; Simon Davey

Cc: PZRoberts@somerset.gov.uk; Thomas.Satterly@devon.gov.uk

Subject: EDDC bid for BDUK funding

Hi Keri,

You will no doubt be aware that EDDC (as attached in report going to the EDDC Cabinet on 10th Feb 2016) have applied to BDUK for part funding of a BB solution to fill the likely gap in Superfast/Ultrafast Broadband delivery in East Devon after December 2017 utilising a variety of technologies. Our view remains as it always has been is to deliver to the hardest to reach areas in our significantly rural part of the world and work back towards the commercial/CDS-commercial delivery; we believe this is possible as part of a public/private enterprise.

In order to quite rightly avoid double funding of areas likely to be left without provision post December 2017 BDUK have asked us to share data with CDS which we are very happy to do unconditionally. For the avoidance of doubt any sharing of data should not include an NDA as was requested in phase 1, particularly given BT ultimately were the only game in town. EDDC among many others regarded this as totally unnecessary and as you know is now subject to government scrutiny and probable claw back of funding in some contracts because of this.

We need to go back to BDUK confirming our willingness to share data with CDS in a totally open and transparent manner and it would be very help to meet up with you as soon as possible to establish how this can be achieved working with CDS. It would clearly make life easier if we could do this as either a joint letter or individually if you prefer with agreed similar content.

This is naturally time sensitive as every day that ticks by is another day without Superfast Broadband for very many of our residents in increasingly socially and economically deprived rural areas and with the exception of Wednesday AM my diary is cleared to meet up with you to discuss further, Tuesday or Wednesday PM as preferred first choices.

I would like EDDC write back to BDUK in the interim confirming our willingness to co-operate as they require and it would be helpful to let them know we are meeting CDS to discuss this issue. I look forward to hearing from you in the near future and might I suggest the East Devon Business Centre in Honiton as the venue for ease of access and parking etc.

Kind regards

Phil

Phil Twiss

EDDC Councillor

Honiton St Michael's ward, Portfolio holder, Corporate Services

Telephone: 01404 891327

E Mail: PTwiss@eastdevon.gov.uk



Please consider the environment before printing this e-mail

At this stage and having no clarity as to know where phase 2 tax payers money will be spent in East Devon I do not consider it sensible to “gamble” on borrowing £2 million from H.M. Treasury or another source as BDUK suggests until such time as the position of phase 2 delivery by CDS become clearer; I understand the tender process for this will be complete by early summer.

Having met with CDS recently we have been assured by them that if EDDC were to change position in committing funds in phase 2 and signing an NDA we would be able to know exactly where EDDC tax payers was being spent in improving Broadband service in East Devon and in addition that the proposed EDDC/Broadway Fibre to the premises (FTTP) and fixed wireless is a viable one that differs to the current Fibre to the cabinet (FTTC) CDS/BT model.

This has severe limitations of service over a copper cable from the green roadside cabinet meaning that even if an exchange is “enabled” and premises “passed” via the cabinet there is no certainty that a service can be provided (the service failing after 1.2/1.4km at best) unlike the EDDC proposal where reduction of speed is not an issue despite distance.

Phil Twiss

EDDC Portfolio holder Corporate Services

Background to Voneus

Voneus was established in 2011, born out of a frustration with the perceived telecoms and IT monopolies and the affect that their service roll-out plans had on the UK's rural population. Voneus has set out to do something about this and has created a bespoke proposition to give rural areas access to the same digital opportunities and inclusion that is available to those in urban areas. Their belief is that those who choose to live in the countryside should not be treated any differently either commercially or in terms of their access to acceptable levels of connectivity. Voneus are recognised by BDUK and Connecting Devon and Somerset as accredited suppliers.

Key components to the Voneus product set are:

- Voneus Broadband – **Fixed Wireless Access, Fibre to premise**; as delivered by Voneus into Miserden Park Estate (examples at <http://www.ispreview.co.uk/index.php/2016/11/voneus-brings-100mbps-fibre-optic-broadband-rural-miserden.html>; <http://www.ispreview.co.uk/index.php/2016/11/voneus-bring-60-80mbps-broadband-dunton-rural-bedfordshire.html>);
- Voneus Business - Product aimed at enterprises of all sizes which turns any existing system into a VoIP system;
- Voneus Mobile app - a free to download, stand-alone or fully integrated mobile application offering users free calls to other Voneus App users irrespective of their location – this works alongside the fixed line solutions also and therefore provides free fixed line to mobile calls;
- Voneus Home - a simple adapter that turns any land line into a VoIP landline;
- Voneus Manage - an easy to use management portal that allows Voneus customers to manage their products easily and cost-effectively.

In respect of “Voneus Broadband”, The costs associated with fibre roll out and the issues imposed by terrain and other factors in many remote or difficult to reach locations has led to the emergence of Fixed Wireless Access (Wireless Fibre To The Home) as a viable option. Further, contention rates on fibre often result in slower than advertised speeds for users.

[Voneus leaflet](#) for more information

Agenda Item 9

Scrutiny Committee

CLG inquiry into overview and scrutiny arrangements



The Communities and Local Government Committee have launched an inquiry to consider whether overview and scrutiny arrangements in England are working effectively and whether local communities are able to contribute to and monitor the work of their councils.

The Scrutiny Chairman has agreed to look at responding to this inquiry at the next meeting of the committee on the 2 March 2017, with a view to inviting the Overview Committee to attend to give comment and participate in the debate.

Any individual councillor can of course respond directly with a written submission to the inquiry.

There are terms of reference for submission which are:

- Whether scrutiny committees in local authorities in England are effective in holding decision-makers to account
- The extent to which scrutiny committees operate with political impartiality and independence from executives
- Whether scrutiny officers are independent of and separate from those being scrutinised
- How chairs and members are selected
- Whether powers to summon witnesses are adequate
- The potential for local authority scrutiny to act as a voice for local service users
- How topics for scrutiny are selected
- The support given to the scrutiny function by political leaders and senior officers, including the resources allocated (for example whether there is a designated officer team)
- What use is made of specialist external advisers
- The effectiveness and importance of local authority scrutiny of external organisations
- The role of scrutiny in devolution deals and the scrutiny models used in combined authorities
- Examples where scrutiny has worked well and not so well

All councillors were requested to email their views to feed into discussion at this meeting. At the time of publication of the agenda, one response had been submitted relating to the power to summon witnesses.

Report to: **Scrutiny Committee**
Date of Meeting: 2 March 2017
Public Document: Yes
Exemption: None



Review date for release None

Agenda item: 10

Subject: **Quarterly monitoring of performance – 3rd quarter 2016/17
October to December 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 actions/priorities in the Council Plan, key service objectives from service plans and performance measures for the 3rd quarter of 2016/17 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 following:

- **council actions taken from the Council Plan 2016-20**
- **objectives from the service plans**

- **key performance indicators**

The report also provides detailed information on the status of the council actions and key performance indicators.

Most of the **council actions for 2016/17** from the Council Plan are showing as achieved or on track, with none showing concern but with two variations. This is highlighted in [Appendix A](#) and one relates to the implementation of actions in the Public Health Plan. As a council, we are still working on public health projects but much of our time this year has been diverted into NHS England Healthy New Towns programme in Cranbrook which is considered to be a service priority. The second is our work towards securing a blue flag for our beaches which is now delayed while we recruit a new Beach Safety Officer.

2. [Appendix B](#) shows progress against service plan objectives linked to the council aims in the form of gauge charts (reports from SPAR.net detail the progress of all the service objectives.) There are two service objectives showing a status of concern:

- **In consultation with the Chair of Asset Management Forum (AMF), oversee the council's ambition to devolve services and assets to the third sector.** Corporate ambition on hold. Beer Parish Council being taken forward as a pilot project.
- **Promote inspection outcomes under the Food Hygiene Rating Scheme and to improve the ways in which we draw attention to those outcomes. To provide a clear incentive for businesses to improve their compliance with regulatory standards we will clearly and expressly identify businesses who have achieved improved scores and those who have not.** - Real time "changes" to food hygiene scores remain something that we are keen to promote. It has not yet been possible to identify the technological resources necessary to deliver an automated notification system but in the meantime anyone can view the current food hygiene rating score of any restaurant, café and pub - in fact any caterer or food retailer in our area via the EAST DEVON APP.

Further details of the progress of our service objectives can be found in the report.

3. Our performance indicators are showing on track with two showing a status of concern.

- **Number of random vehicle licence checks** – The Licensing team operated for 8 months and throughout 2016 with 2 staff members less than in previous years. One absence was long term sickness and the second post has now been dissolved. This has impacted upon number of checks that could be achieved and for the second year running led to reduction in the overall number of taxi inspections. It is proposed to re-balance the quotas to be set for 2017/18 against the current level of staff posts in the Licensing team.
- **Percentage of Other planning applications determined within 8 weeks** – Performance on 'Other' applications has been consistently in the low 70's and it is considered that this represents an improvement for the last quarter bearing in mind that the 4 Agency Planners are no longer employed so permanent staff managed to maintain performance despite a loss of resources.

The Development Manager is aware of the need to improve the performance further and following the Systems Thinking review of Development Management processes, there are a number of changes being introduced to do this. One such change is a trial of a different process for the simpler "Other" applications. Further changes to speed up the processing of all applications are due to be tested from mid-February so it is hoped that this will improve performance going forward.

Finally, Central Government have recently announced that they will now be assessing the performance of planning departments against a target of 60% of major applications within 13 weeks (or with an extension of time), and a combined target of 70% for Minors and Others. It is therefore recommended that EDDC's Performance Indicators be amended to reflect this.

Further details of the progress of our performance indicators can be found in [Appendix A](#)



Quarter 3 Performance Report 2016-17

Performance Overview, Council Plan Actions and Key Performance Indicators

February 2017

Document Key

Action Status classification

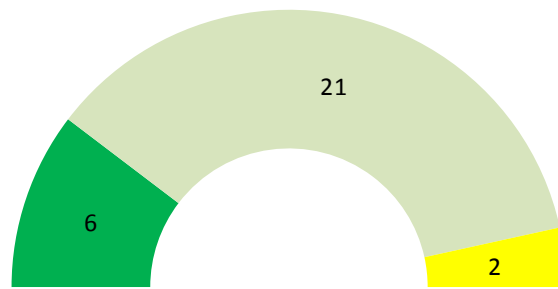
- Red (Concern) highlights targets with serious problems or significant delays.
- Amber (Variation) indicates actions with mild concerns or minor setbacks.
- Green (Achieved) displays special achievements or early completions.

Performance Indicators (PI)

- The 'Previous Year End' column reports performance at the end of 2015/16, if that information is available.
- The 'Current Target' column represents the annual target some measures no longer have targets or are not suitable for targets.
- The columns 'Q1 Act', 'Q2 Act', etc. show the actual year to date situation for each Performance Indicator. The key for the colours is as follows:
 - Red (Concern) – if the PI is 10% or more below the target.
 - Yellow (Variation) – if the PI is between 10% and 0.1% below the target.
 - Green (Achieved) – if the PI and the target match exactly or the PI is above the target.
- The Direction of Travel column shows if the PI has improved since the same period last year. An up arrow showing improvement, a down arrow showing deterioration and a level arrow showing a static trend.

Overview of our performance – Quarter Three 2016/17

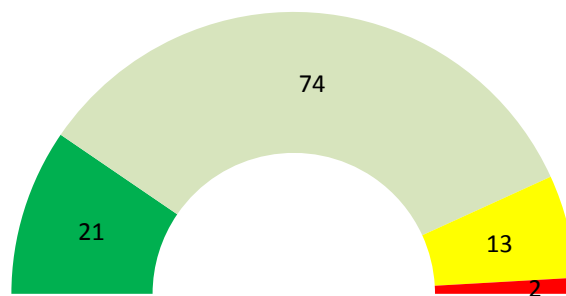
Chart a. Performance against our Council Plan 2016/17 – for more detail please see the following pages



Number of Measures
(Total measures for outcome = 29)

■ Achieved
 ■ On track
 ■ Variation
 ■ Concern

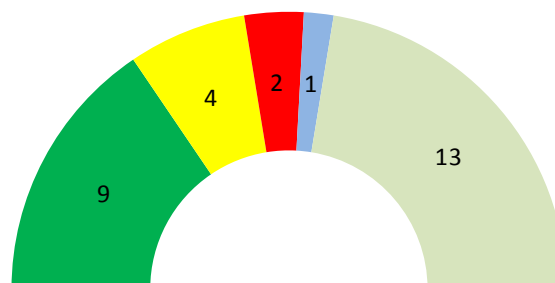
Chart b. Performance against our Service Plan Objectives – for more detail please see appendix B



Number of Measures
(Total measures for outcome = 103)

■ 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 = 29)

■ Achieved/Excellent
 ■ Variation
■ Concern
 ■ Data not yet available
■ No target

Council Priority 1 – Encouraging communities to be outstanding

Council Action 2016-20	Status	Comments
Deliver quality green space and wildlife habitats alongside new development.	On track	We continue to deliver high quality green spaces as part of developments integrating these with sustainable drainage systems wherever possible as well as securing on-site or off-site provision of Suitable Alternative Natural Greenspaces (SANG's) within 10km of European protected habitats.
Deliver the Local Plan to meet the district's aspirations and needs in terms of the different housing people need and land for employment.	Achieved	The Local Plan has now been found sound by the inspector and has been formally adopted by the Council.
Deliver the right infrastructure through the Community Infrastructure Levy (CIL) to ensure that new developments and communities have all the facilities they need.	On track	Work continues on final governance arrangements following the principles established by the previous Task and Finish Forum on this issue. Proposed arrangements will be reported to Strategic Planning Committee shortly along with administrative arrangements to enable organisations and infrastructure providers to start submitting expressions of interest in the new financial year.
Ensure that council homes are well maintained and managed effectively with high tenant satisfaction.	On track	We are delivering against our commitments in the Housing Revenue Account Business Plan and commitments to tenants. We are investing in ensuring homes comply with safety standards and benefit from improvement programmes.
Ensure that the activities which require it are appropriately licensed.	On track	
Extend our range of community development activities to work with people of all ages, focusing particularly on the issues of health and wellbeing, worklessness and financial and digital inclusion.	On track	The Christmas Fayre at Newton Poppleford was a great success, particularly with children and parents who spent the day singing, eating, playing games and rummaging through the book stall. SWITCH in Axminster, Honiton and Exmouth continue to thrive, with one young person from Axminster shortlisted for Young Tenant of The Year award by TPAS (Tenant Participation Advisory Service).
Extending the housing options service and reducing numbers on the housing register.	Achieved	We are managing to meet demand for housing by providing a wide range of accommodation options for people accessing the Housing Options service, with the aim of preventing homelessness whenever possible and assisting people who do become homeless into suitable accommodation.
Implement the actions and commitments in our Public Health Plan.	Variation	As per the last quarter, although we are still working on our public health projects, much of our time this year has been diverted into work on the NHS England Healthy New Towns programme in Cranbrook as a service priority.
Return empty homes to beneficial use.	On track	The long term empty properties in the same ownership have been auctioned and completion of the sale process has been finalised. The further work on 2 large estates has been halted due to unforeseen circumstances. Other empty properties on the district are being assessed and prioritised for enforcement. The Empty Homes partnership arrangement with Exeter has now ceased and a bid has been made for a replacement in-house technical officer to continue the sterling work that has been carried out previously. This will mean that the Empty Homes work will continue albeit at a reduced rate for the time being.

Review our business plan for council homes to maintain a viable level of income and expenditure following changes in government policy to ensure that we continue to achieve a high level of tenant satisfaction.	On track	We are working with a TaFF set up by the Housing Review Board and South West Audit Partnership to update the Business Plan in response to significant changes in national housing policy. We have purchased a new financial modelling tool to show the effect of changes to the Business Plan.
When development happens, ensure that the natural environment and historic buildings are protected from inappropriate development.	On track	New developments are always fully assessed in terms of their impact on the natural and historic environment to ensure that any impacts are minimized and that they are protected.

Performance Indicators	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Number of affordable homes delivered	204	50 (2/4)	4	59	107		↓
Management Note	We have already now delivered over our target figure of 100 homes although a number of development timetables have slipped, as a result the predicted end of year figure is likely to be lower than expected.						
Number of households living in temporary accommodation	0	30 (3/4)	3	4	1		↓

Council Priority 2 – Developing an outstanding local economy

Council Action 2016-20	Status	Comments
Continue to support the growth of the Greater Exeter's economy through promoting employment sites identified in our Local Plan.	On track	We have provision in place to focus our Economic Development, Growth Point on wider sites promotion. With the Local Plan approved this promotes confidence to bring sites forward. The Growth Point logistics site has been approved in planning for Lidl with work now well underway which will deliver approximately 500 jobs. Enterprise zone government have given the go ahead to develop an implementation plan with Devon County Council and the Local Enterprise Partnership.
Deliver our target to pay businesses within ten working days and through our Procurement Strategy encourage local business to do business with the council.	Achieved	94% in December 2016
Deliver projects to help create the conditions for local economic growth in partnership with neighbouring authorities where shared objectives exist and improved efficiencies evidenced.	On track	Through the Growth Point and Greater Exeter area council's partnership we continue to secure significant central government and private investment. The four districts and county council are commissioning evidence for a joint strategic local plan.
Identify and bring forward a pipeline of regeneration and development projects across the lifetime of the Council Plan to deliver benefits through regeneration and/or capital receipts.	On track	Work continuing on identifying possible workspace projects. progress with business centre appointment of consultants.
Implement the serviced workspace study recommendations and initiate site specific detailed reviews and business cases to seek investment and funding.	On track	Progress with considering extension to Business Centre, Honiton. Currently appointing consultants for review of options.
Increase income from existing assets either directly or through local partnerships.	On track	
Secure new job opportunities in conjunction with development arising from the Local Plan for local residents (both young and disadvantaged in the labour market).	On track	Economic Development comments on planning applications contributes to employment creation.
Work in partnership with and gain the positive support of town councils and local partners to identify and deliver new opportunities for regeneration.	On track	Seaton Jurassic has been operating successfully throughout 2016 and negotiations for a new tramway terminus development. Sidmouth Port Royal scoping study proposals have been invited and received in December 2016 with the decision of the chosen study provider in Jan 2017. Axminster regeneration actions awaiting available resource in 2017. Residual matters applicant for Exmouth Queens Drive site to be submitted in Jan 2017. Mamhead Slipway significantly completed for opening at the end of December 2016 with final works to be completed shortly after.

Work with Exeter and Heart of Devon (EHOD) partner economic development teams to produce a joint economic development strategy which prioritises inward investment.

Achieved

Completion of Joint Economic Development Strategy with the 3 other EHOD authorities. Continuing partnership work to ensure delivery of objectives.

Performance Indicators	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Creditor days - % of invoices paid within 10 working days	92	95 (6/12)	96	94	94		↑
Creditor days - % of invoices paid within 30 days	97	99 (6/12)	99	99	99		↑

Council Priority 3 – Delivering and promoting our outstanding environment

Council Action 2016-20	Status	Comments
Adopt a Green Space Strategy, the purpose of which is to value and help protect our natural environment.	On track	Presented to Asset Management Forum (AMF) and further amendments requested - due to go to AMF in February 2017 for consideration. Projected to go to Cabinet April or May 2017 for adoption.
Adopt Beach Management Plans (BMP) for our beaches working closely with town councils and manage the risk of coastal erosion and flooding.	On track	<p>The Sidmouth BMP steering group met again in November to discuss progress, and look at the work of the funding sub group. The Steering Group was updated on progress and next steps and discussed the brief for a tender which will be sent out in early 2017 for production of a business case and modelling to allow us to submit the preferred option to the Environment Agency for funding approval. The brief is to include an option to model S4 - the technically preferred option which is currently unaffordable (circa £11million of partnership funding required). Obtaining costs for modelling both of the possible defence options (S1 & S4) will give us the ability to decide if modelling S4 can help reduce the projected costs of building it, and therefore if it is worth pursuing option S4 further.</p> <p>Seaton BMP - the first meeting of the stakeholder group has taken place and the process of forming the brief, aims and terms of reference has begun. Work is also underway on the tender for a consultancy/expert engineering company to undertake the study itself. We are aiming to send this tender out by March 2017.</p>
Enter into a new innovative recycling and waste collection contract extending the options for recycling and reducing waste that is incinerated or sent to landfill.	On track	<p>Leaflets and mailers have now been signed off and are being delivered. The first resident's letter for the phase 1 Exmouth area hit doormats on Thursday 5th January. There has been a lot of positive feedback on its design and residents interest in being able to recycle more including cardboard. There has also been some negative response from residents as one would expect and we are dealing with enquiries as they come in. The new service is likely to cause a little disruption as it beds in and as people get used to the change. We have additional staff in the customer service centre to deal with calls, but so far call volumes have only been a little bit higher than normal.</p> <p>Recruitment for our 'door knockers' is continuing and we hope to have this team of 4 in place by early Feb to tie in with the launch of the new service in Exmouth on the 16th Feb. Our own Recycling Officers x 3, the new Recycling Advisors (door knockers) x 4, a Recycling Assistant to help coordinate in the office and a Suez part time Recycling Assistant will all help us provide the best on site service and support for our residents.</p> <p>The second direct mail to our residents should start hitting doormats around the 23rd January. Our mantra is 'We're Here to Help' and we continue to support residents and go and visit them to help with concerns as required.</p> <p>Phase 2 starts in June 2017 and we are beginning the planning and preparation for that now.</p>

Explore opportunities for securing a Blue Flag for the beaches in East Devon.	Variation	Our beach safety officer has resigned and he was due to make this application. Whilst we are recruiting a replacement there will be sometime when we have no one in post.
Implement a programme of fuel efficiency measures for council properties.	On track	January 12th 2017, Housing Review Board have accepted proposals to install Air Source Heat Pumps at Rodney Close sheltered scheme in Exmouth. This will be our first flag ship project and will hopefully be the start of other schemes across the district. Project will be tendered as appropriate, this is likely to be done during the summer of 2017.

Performance Indicators	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Percentage of Household waste sent for reuse and recycling	N/A	(6/12)	46	47	45		↑
Residual household waste in kg per household	N/A	(6/12)	24	25	73		↑
Percentage of Municipal waste for disposal (incineration and landfill)	N/A	(6/12)	52	47	55		↑
Improved street and environmental cleanliness – fly tipping	2	3 (2/4)	2	2	2		↑

Council Priority 4 – Continuously improving to be an outstanding council

Council Action 2016-20	Status	Comments
Continue to develop self service capability of our website so that customers can access services online if they wish to.	Achieved	Following discussions at SMT and information that all the high demand processes are now available through Lagan it was agreed that the project resources would be allocated to developing Lagan for the recycling and waste project. The next stage for EDDC is to develop a business case with Strata to look at digital platforms which will provide a customer portal into all services across the council. The business case will establish the costs and viability of a project such as this and will be taken to Members for approval.
Continue to identify opportunities to save money across Teignbridge, East Devon and Exeter City councils as well as through established frameworks nationally.	On track	
Implement the approved Strata Business Plan (a wholly-owned ICT company by East Devon, Exeter City and Teignbridge councils) in order to deliver savings, reduce risks and improve capability for IT-enabled change.	Achieved	
Relocate to Honiton and Exmouth Town Hall and establish surgeries where	On track	Council approved funding of Exmouth Town Hall refurbishment to begin in Jan 2017. The future of Knowle site and Heathpark HQ build will be the subject of reports to Council in the Spring of

necessary to meet identified demand for particular services. 2017.

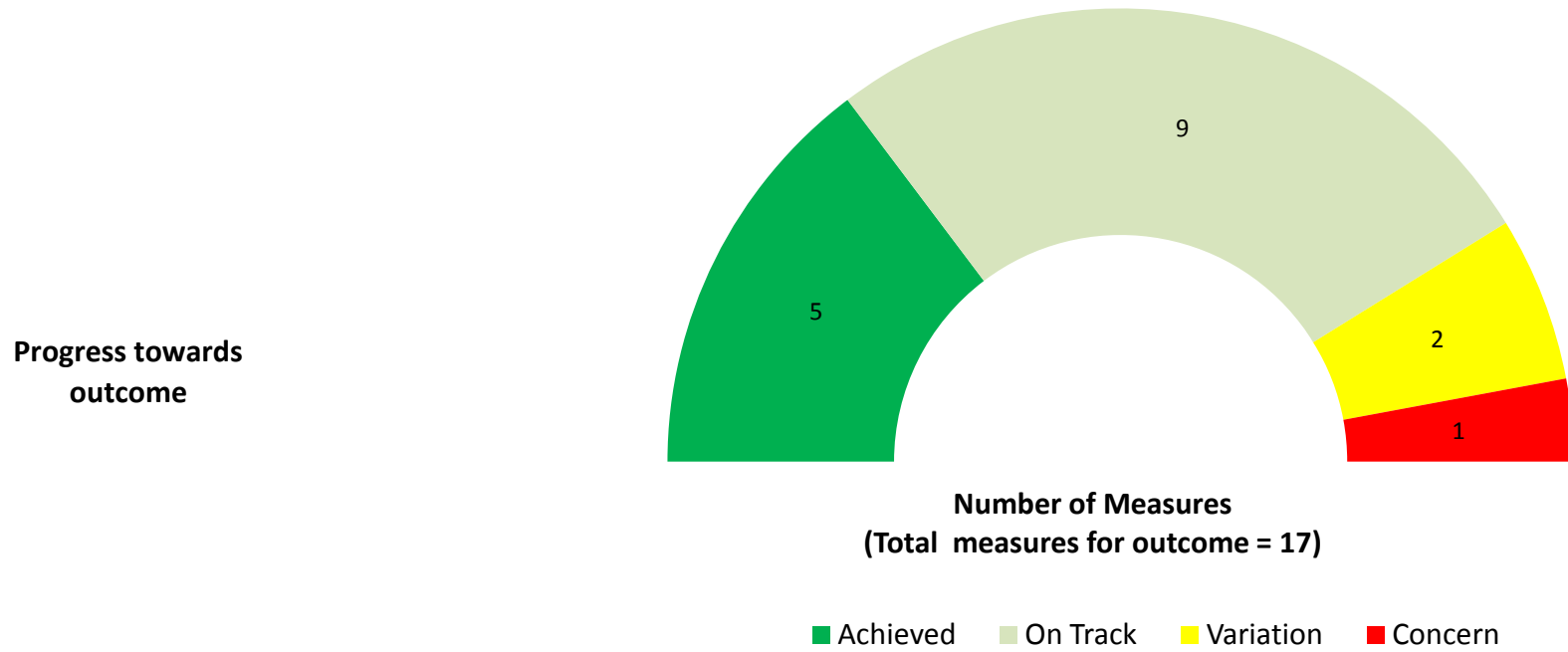
Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Percentage of Council Tax collected	98.84	86.70 (9/12)	30.46	58.19	86.53		↓
Percentage of Non-domestic rates collected	97.75	84.17 (9/12)	30.54	58.75	83.64		↓
Working days lost due to sickness absence	8.91	6.38 (9/12)	1.93	3.74	5.79		↑
Percentage of planning appeal decisions allowed against the authority's decision to refuse	21.8	30 (9/12)	26.7	25.0	29.2		↓
Percentage of Stage 2 complaints responded to within stated timeframes	N/A New PI		80%	85%	91%		N/A
Ratio of paper agendas issued	N/A New PI		-	-	-		N/A
Management Note	Annual indicator data due in quarter 4. The team is currently reviewing agenda distribution lists. The team is always vigilant for opportunities to reduce the size of agendas - for example whether attachments can be included as electronic links.						
Percentage of minutes and audio from council meetings uploaded together within 5 working days	N/A New PI	100 (3/4)	85.70	93.70	100		N/A
Percentage of FOI responded to within the statutory time limits	N/A New PI		100	100	100		N/A
Number of random general licence checks	195	139 (3/4)	47	86	139		↔
Number of random vehicle licence checks	90	113 (3/4)	38	62	93		↑
Management Note	The Licensing team operated for 8 months and throughout 2016 with 2 staff members less than in previous years. One absence was long term sickness and the second post has now been dissolved. This has impacted upon number of checks that could be achieved and for the second year running led to reduction in the overall number of taxi inspections. It is proposed to re-balance the quotas to be set for 2017/18 against the current level of staff posts in the Licensing team.						
Total average headcount (quarterly total)	498		502	494	497		↑
Cumulative Staff Turnover as a percentage of all staff (voluntary leavers)	7		3	6	8		↓
Capability at point of contact for Benefits	65		65	63			↓
% of residents who pay their Council Tax by Direct Debit	77		78	78	78		↑
Number of Level 2 complaints (year to date)	33		5	12	23		↓
Number of Freedom of Information Requests (year to date)	588		203	380	503		↑

Missed bin collections per 1000 households	N/A	(6/12)	48	93			↑
Percentage of minor planning applications determined within 8 weeks	46.39	65.0 (3/4)	46.89	68.14	69.29		↑
Percentage of other planning applications determined within 8 weeks	69.87	80.0 (3/4)	73.54	71.90	71.36		↑
Management Note	<p>Performance on 'Other' applications has been consistently in the low 70's and it is considered that this represents an improvement for the last quarter bearing in mind that the 4 Agency Planners are no longer employed so permanent staff managed to maintain performance despite a loss of resources.</p> <p>The Development Manager is aware of the need to improve the performance further and following the Systems Thinking review of Development Management processes, there are a number of changes being introduced to do this. One such change is the trialing of a different process for the simpler Other applications. Further changes to speed up the processing of all applications are due to be trialed from mid-February so it is hoped that this will improve performance going forward.</p> <p>Finally, Central Government have recently announced that they will now be assessing the performance of planning departments against a target of 60% of major applications within 13 weeks (or with an extension of time), and a combined target of 70% for Minors and Others. It is therefore recommended that EDDC's Performance Indicators be amended to reflect this.</p>						
Days taken to process Housing Benefit/Council Tax Benefit new claims and change events	4.86	5.36 (9/12)	4.13	4.28	4.51		↑
Proportion of outstanding debt that is more than 90 days old from date of invoice	11		51	16	27		↑

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

PRIORITY ONE: Encouraging communities to be outstanding

Service Plan Objectives - Quarter Three Results 2016/17



Service Plan Objectives - Priority 1

Annual report for 2016/2017

Arranged by Aims

Filtered by Aim: Priority Encouraging communities to be outstanding

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 1			
Priority: Encouraging communities to be outstanding			
Key Strategic Objective			
Objective Status	Objective	Service	Comments
On track	<u>Advise on legal strategy / implementation of major projects (including regeneration) and related processes (internal with external resource where required).</u>	Legal, Licensing and Democratic Services	
On track	<u>Complete the Cranbrook Masterplan and adopt it as a Development Plan Document (DPD) to guide the next phases of development at the new community</u>	Planning Strategy and Development Management	Work continues apace on the DPD both internally and with our consultants Savilles fully engaged on the next stages of plan preparation. It is intended to bring a preferred approach document to Strategic Planning Committee in April.
Achieved	<u>Complete the disposal of Seaton Town Hall subject to resolution with and between local parties</u>	Property and Estates	Transfer complete
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>Develop a range of cultural events and engagement activities such as outdoor theatre, children's education and outbound activities to link with the Countryside events brochure and give our communities varied opportunities to make the most of our outside spaces for culture and leisure</u>	StreetScene	We will be running a series of events for 'Love Parks' week again, to try and establish this and the 'National Playday' in August as annual events. As part of the Heritage Lottery Fund project we will be working with 8 different school groups to engage with them about the history of the

Service Plan Objectives - Priority 1

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Objective	Service	Comments
			chosen parks and gardens and developing the trail leaflet. This should be completed in July 2017
On track	<u>Enable the delivery of affordable housing through negotiation with developers</u>	Planning Strategy and Development Management	We continue to secure affordable housing from new housing developments in accordance with the policies in the newly adopted Local Plan. Viability issues remain an issue in some cases and in the introduction of Community Infrastructure Levy (CIL) will potentially put greater pressure on affordable housing delivery as this is one of few areas that remain for negotiation with CIL being non-negotiable.
Achieved	<u>Ensure delivery of the new waste contract</u>	Legal, Licensing and Democratic Services	New waste contract completed in summer 2016
Achieved	<u>Implement the council's new rent support scheme for sports and activity club tenants</u>	Property and Estates	
On track	<u>Introduce design review at Cranbrook/strategic projects</u>	Planning Strategy and Development Management	Contracts are being drawn up with CABE to enable the introduction of the design review panel that strategic projects would be presented to in the near future.
Concern	<u>In consultation with the Chair of Asset Management Forum (AMF), oversee the council's ambition to devolve services and assets to the third sector</u>	Property and Estates	Corporate ambition on hold. Beer Parish Council being taken forward as a pilot project.
Variation	<u>Provide governance advice and support for any devolution deal that may come forward</u>	Legal, Licensing and Democratic Services	Devolution deal delayed for time being
Achieved	<u>Provide guidance to developers on the submission of a health impact assessment with their application to ensure that the Council has good information on which it can make the right development management decisions</u>	Env Health & Car Parks	Large scale developments must now submit a health impact assessment to accompany their planning applications as part of the validation process. Incomplete applications will not be considered and our Environment Health team has produced guidance in both summary and detailed form to assist developers the identify the relevant planning policies and suggest a structure for documenting how issues will be addressed by the proposed development.
Achieved	<u>The local Council Tax Support Scheme for 2016/17 has been adopted with no amendments to the existing scheme</u>	Finance	A report was presented to Cabinet Members on 14 December 2016 where they considered 8 changes to

Service Plan Objectives - Priority 1

Priority: Encouraging communities to be outstanding

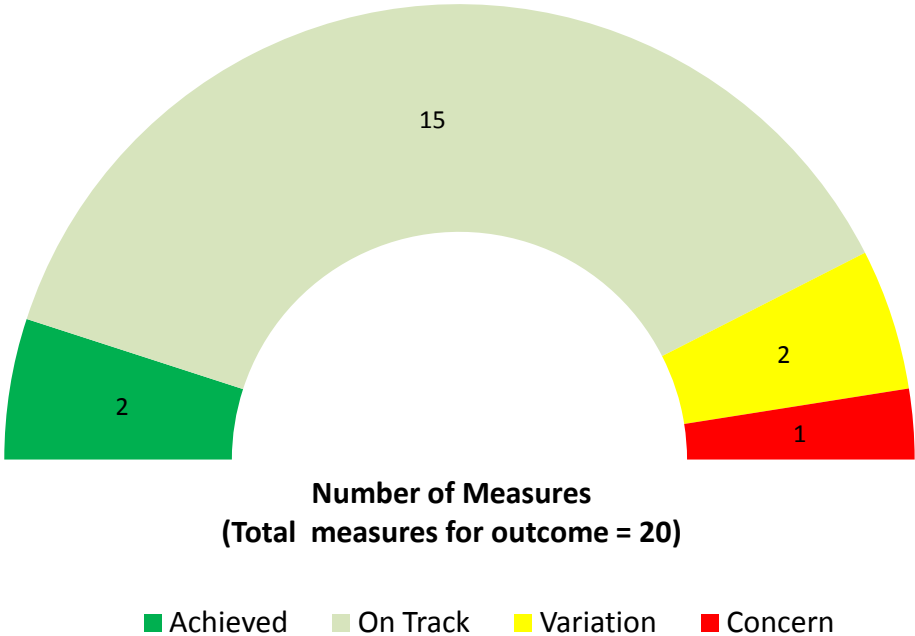
Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>other than applying appropriate uplifts. A full review will be undertaken in 2016/17 in relation to a scheme for 2017/18, this will involve working with other Devon authorities and possible extensive public and stakeholder consultation. A report will be presented to Council in 2016/17 with recommendation for consideration.</u>		the scheme following consultation. Members recommended the changes to be adapted which was approved at Full Council on 21 December 2016.
Variation	<u>Reviewing and supporting the delivery of assets and services at Cranbrook to ensure that these are timely, cost effective and meet the needs of the community</u>	Growth Point Team	Delivery of town centre facilities is related to the potential to harness New Homes Bonus payments. Government has recently confirmed substantial changes to this regime. The impact of these will need to be carefully considered.
On track	<u>Support for Healthy New Towns status and delivery of further community infrastructure to support the Cranbrook new community.</u>	Growth Point Team	Support provided on Built Environment section of delivery plan which has now been submitted to NHS England.
On track	<u>Support the Planning Policy team through the Local Plan process and implementation of the Community Infrastructure Levy (CIL).</u>	Legal, Licensing and Democratic Services	

PRIORITY TWO: Developing and outstanding local economy

Service Plan Objectives - Quarter Three Results 2016/17

Progress towards outcome



Service Plan Objectives - Priority 2

Annual report for 2016/2017

Arranged by Aims

Filtered by Aim: Priority Developing an outstanding 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 2			
Priority: Developing an outstanding local economy			
Key Strategic Objective			
Objective Status	Objective	Service	Comments
Achieved	<u>Adopt a Community Infrastructure Levy (CIL) Charging Schedule and establish procedures for charging and collecting monies</u>	Planning Strategy and Development Management	Community Infrastructure Levy (CIL) has successfully been implemented and we are now issues notices of charges to approved developments and procedures are in place for collecting the monies.
On track	<u>Appraisal of investment models to improve or equal the return on Council's cash flow investments that also deliver a wider social benefit (example District Heating Investment). Report to be prepared for Cabinet for any such schemes.</u>	Finance	
On track	<u>Complete a review of district wide public toilet provision and report to the Asset Management Forum (AMF) with a range of suggestions to reduce reliance on general fund budget by analysing the possibility of paid access at some key sites leases to businesses for some toilets and other innovative ways of reducing the costs of providing the service</u>	StreetScene	All usage information and background data is complete for the review. Maps of toilet location and proximity to other services have been produced. The final draft report is now being worked on. The report is now to be submitted to AMF in May and Cabinet after this.
Variation	<u>Continue to explore the benefit of alternative delivery models and conduct trials of alternative partnerships technologies and systems as appropriate</u>	Env Health & Car Parks	We remain open to new ideas but to date traditional models of service delivery remain our priority.
On track	<u>Continue to support small and start up business through the proactive management of East Devon Business Centre</u>	Regeneration & Economic Development	Business Support offered through Business Boost. Joint work with 3 other EHOD authorities. Mid-Devon leading on ensuring appropriate business support offered across all 4 authorities. Current contract being reviewed.
On	<u>Develop a package of increased</u>	StreetScene	We've now completed and will shortly be

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Service Plan Objectives - Priority 2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Objective	Service	Comments
track	<u>events charges across our assets to generate a better income whilst balancing this with encouraging our communities to be outstanding</u>		<p>submitting a Portfolio Holder report detailing an increased schedule of charges for events on our land. The 5-10% price increases applied will help us get better value from our assets as well as covering the costs associated with hosting events on our land.</p> <p>We've also updated our website hub for events bookings with all the information people need for arranging an event on our land. We are currently working on a marketing leaflet to help improve take up of bookings.</p> <p>An events protocol report will go to SMT and then Cabinet by the spring.</p>
On track	<u>Explore the option of a tariff structure that encourages off-peak and low-season activity in our towns and that reflects market conditions during peak hours and high-season. We believe that this will encourage better traffic flow and reduce congestion in some of our most popular locations at times of peak demand</u>	Env Health & Car Parks	We are in the middle of our £2 all day winter offer and early indications are that customers have responded positively.
Variation	<u>Explore the potential benefits including fee earning opportunities that might arise from working with other local authorities including Exeter City Council and Teignbridge District Council to deliver advice, support, training and auditing services to businesses across the region.</u>	Env Health & Car Parks	The work described above being carried out with other Councils still has the potential to lead to fee earning work in the future. There is still no realistic prospect of significant revenue generation this year but with potential changes in business regulation reasonably foreseeable in the future, work on setting up delivery structures now makes good sense.
Achieved	<u>Extend our domestic pest control service to provide expert advice and assistance to Environmental Health staff engaged in providing advice and support to the operators of new and small food businesses</u>	Env Health & Car Parks	This service is now available and is being signposted at the point of inspection if the Environmental Health Officers believes that a suitable opportunity to provide this support service in a small business exists. Possible (but small scale) income generation potential. The pest control officer has worked with officers and businesses to treat and give advice on the treatment of pests in approximately 10 commercial premises.
On track	<u>Extending corporate support on economy matters: support to Licensing; support to Estates; Business Rates; Planning Policy; Community Development;</u>	Regeneration & Economic Development	Providing comments on planning applications and working with others on the Housing and Employment Land Availability Assessment to ensure that opportunities are identified for future

Service Plan Objectives - Priority 2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>Growth Point Team</u>		employment land.
On track	<u>Progress a town centre economy and design study for Axminster and provide support to the owners of Websters Garage site to enable this site to come forward in the near future. This will be subject to resources being available</u>	Regeneration & Economic Development	Research on town centre profile due to commence shortly.
Concern	<u>Promote inspection outcomes under the Food Hygiene Rating Scheme and to improve the ways in which we draw attention to those outcomes. To provide a clear incentive for businesses to improve their compliance with regulatory standards we will clearly and expressly identify businesses who have achieved improved scores and those who have not</u>	Env Health & Car Parks	Real time "changes" to food hygiene scores remain something that we are keen to promote. It has not yet been possible to identify the technological resources necessary to deliver an automated notification system but in the meantime anyone can view the current food hygiene rating score of any restaurant, café and pub - in fact any caterer or food retailer in our area via the EAST DEVON APP.
On track	<u>Review of Exmouth masterplan: engagement with Magnolia landowner and retail market for Exmouth town centre and to promote a new solution for the Estuarieside site. This will be subject to resources being available</u>	Regeneration & Economic Development	Review of the estuarieside opportunity involving Exmouth Rugby club.
On track	<u>Secure Enterprise Zone status for investment to support the delivery of new jobs in the growth point area addressing associated governance investment and marketing issues.</u>	Growth Point Team	Implementation Plan will be reported to March Cabinet with Zone expected to go live April 1st.
On track	<u>Port Royal: Sidmouth Town Council has asked us to join in a scoping exercise to explore opportunities to renew the eastern part of Sidmouth's seafront. Subject to Cabinet agreement this exercise will identify future potential for planning and redevelopment. This will be subject to resources being available</u>	Regeneration & Economic Development	Scoping exercise consultant selected. to commence in February.
On track	<u>Street Trading consultation and consideration for developing a more flexible policy while also extending the control to the whole district</u>	Deputy Chief Executive - Development, Regeneration and Partnership	Ongoing review of costs as part of the transformation agenda. It is important to sustain levels of housing development and employment land take up in a sustainable manner and maintain a reward based grant. Funding and

Service Plan Objectives - Priority 2

Priority: Developing an outstanding local economy

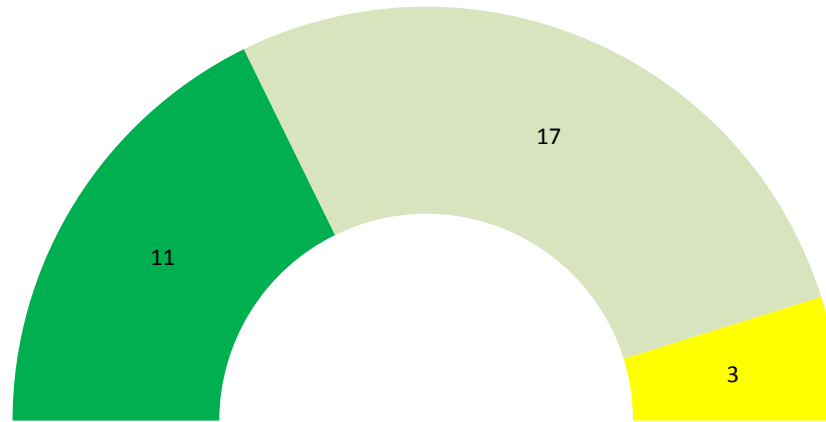
Key Strategic Objective

Objective Status	Objective	Service	Comments
			intelligence post has been recruited in the Economic Development team with a view to increasing external funding. Government consultation underway for devolution of business rates. Increased commercial approach to asset management underway (eg sports and social clubs commercial valuation).
On track	<u>In partnership with economic development manager establish route to securing the council's ambition to support local economic growth through the development of workspace for small and start up business on council owned land</u>	Property and Estates	Proposals for an initial two employment sites in Seaton to be consider by Cabinet March 2017
On track	<u>Support the Exeter Innovation Greater Exeter and Exeter City Futures Initiatives to deliver productivity-led growth and take forward the outcomes of the Heart of the South West devolution bid</u>	Growth Point Team	Support being provided to the development of the Greater Exeter Strategic Plan alongside wider initiatives.
On track	<u>Support the first phase workspace/ Business Centre provision at Cranbrook</u>	Property and Estates	Planning permission secured. Awaiting draft lease from Consortium.
On track	<u>Supporting Early Help and helping people into work.</u>	Housing	We attend all Early Help meetings across the district and support others with training to help them back into work or into long term training on an individual basis.

PRIORITY THREE: Delivery and promoting our outstanding environment

Service Plan Objectives - Quarter Three Results 2016/17

**Progress towards
outcome**



**Number of Measures
(Total measures for outcome = 31)**

■ Achieved ■ On Track ■ Variation ■ Concern

Service Plan Objectives - Priority 3

Annual report for 2016/2017

Arranged by Aims

Filtered by Aim: Priority Delivering and promoting our outstanding environment

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 3			
Priority: Delivering and promoting our outstanding environment			
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	Grant awarded for the 2016/17 programme of artistic productions into our rural communities.
On track	<u>Creating new opportunities and reasons for people to visit East Devon. Accommodation and attractions that widen the visitor type and extend the season</u>	Regeneration & Economic Development	Continuing to work on regeneration projects such as Queen's Drive that will offer a new visitor attraction to East Devon.
On track	<u>Deliver countryside outreach work programme within targeted communities across East Devon collaborating with Housing</u>	Countryside, Arts and Leisure	This project has received continued funding from Housing and 1 day self funded by countryside income. This last quarter has seen work with all 3 switch youth groups, and setting up of a trial to work 1 to 1 with a teenager, allowing this person to undertake some conservation volunteering. This work is assessing the value of 1 to 1 methods as targeted provision that could be rolled out when appropriate to other individuals.
On track	<u>Delivery of habitat mitigation regulation interventions through the Joint Committee. This will ensure that legal requirements are met in relation to protecting the integrity of European Habitats are met in this area of high growth</u>	Growth Point Team	Habitat Mitigation Officers now in post. Further Suitable Alternative Natural Greenspace (SANG) proposals under development.
On track	<u>Develop a programme of health walks, green gym project and GP referral scheme that helps to deliver the East Devon Public Health Plan</u>	Countryside, Arts and Leisure	A new health walk scheme has been set up in Cranbrook utilising the country park and ranger to deliver regular walks in the area. We continue to promote and advertise the wider walking for health scheme via social media and events guide.
Achieved	<u>Develop new income streams around woodland products</u>	Countryside, Arts and	Charcoal and firewood production now up and running and generating a modest

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Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>facilities hire corporate away days and review events to drive up income potential. Investigate opportunities for creating franchised out operations on selected Local Nature Reserves eg bike hire café</u>	Leisure	income stream.
On track	<u>Develop phase 2 of the Community Orchard project collaborating with Housing & Streetscene services that links to East Devon's Public Health Plan</u>	Countryside, Arts and Leisure	Two community orchards have now been established. We have continued to work with housing to identify new areas across the district for a third orchard. An initial location in Axminster was eventually ruled out due to other demands on the area of land. Work will continue to look for more sites over the forthcoming quarter.
Achieved	<u>Enter Thelma Hulbert Gallery for following awards: Devon Tourism/ Family Arts Festival South West Tourism/ Exeter Living</u>	Countryside, Arts and Leisure	Devon Tourism 'Gold' Award for Access and Inclusivity, Nov 2016. Finalist in South West Tourism Awards, results due in Feb 2017. Tesco's 'Bags of Help' winner of public vote for £8,000 for community project.
Achieved	<u>Expanding Thelma Hulbert Gallery's outreach offer and reaching new areas of East Devon</u>	Countryside, Arts and Leisure	Continued outreach with 18 Arts Council Funded workshops with schools across East Devon. Also held Devon teachers CPD event.
Variation	<u>Feniton – Following completion of phase 1 in 2015; Complete delivery of phase 2 3 & 4 engineering works to provide a completed flood alleviation scheme for Feniton.</u>	StreetScene	Phase 3 continues to be delayed due to on going discussions with Network Rail with regard to possession of rail track for construction of section underneath the West of England Main Line and the associated liabilities. Phase 4 tender documents complete, and reviewed by our Legal service. To be tendered once program for Phase 3 is confirmed.
On track	<u>Identify new opportunities to promote responsible dog ownership in communities and to develop flexible ways of ensuring high levels of compliance with dog control restrictions within communities utilising that community's knowledge and intelligence</u>	Env Health & Car Parks	The excellent work the tem has done in targeting primary schools to promote the benefits of responsible dog ownership continues.
On track	<u>Implement the Council's Energy Act Action Plan to ensure compliance with current legislation and to enable assessment of current energy efficiency and risk performance across the portfolio including the risk against the anticipated April 2018 legislative changes</u>	Property and Estates	Initial report to Cabinet February 2017

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
On track	<p><u>Asset mapping & condition survey. Map all of our assets (Street furniture signs bridges flood defence schemes) so we can undertake pro-active asset inspections and condition surveys and plan a proactive maintenance budget.</u></p> <p><u>Transfer mapping info onto Emap to improve Customer Service Centre (CSC) and customer information regarding StreetScene/Council assets.</u></p> <p><u>Agree an Asset inspection protocol and service asset management plan in conjunction with Estates and inspect assets accordingly. Implement recommendations from asset audit including identifying an appropriate software system to track asset inspections</u></p> <p><u>developing a simple app. style tool for on-site asset inspections to be logged electronically and a protocol of inspection frequencies.</u></p>	StreetScene	Surveying complete, assets currently being added to corporate asset management system.
On track	<p><u>Plan to implement an operational trees team through analysis of the business case allowing us to take work in-house do more proactive management of our tree stock generate an income from timber arising and outside work and put in place a forward plan for tree planting.</u></p> <p><u>Produce Trees policy for management of council owned stock.</u></p> <p><u>Work with Countryside to better manage our entire tree stock.</u></p>	StreetScene	The good work that is now coming in from our tree Officer Alistair Jeans working for Streetscene inspecting and building on our data of tree stock has identified a lot of work needed to make our trees safe for now and the future. The tree team are working at full capacity trying to keep on top of this work. It is obvious we need to increase the team size to three and a need for a team leader to organise and manage the team and the good work we are producing. Streetscene has started work on a business case for the additional post to not only deal with the risks now but also to look at producing an income from different areas of this work.
Variation	<p><u>Seaton Beach Management Plan (BMP) to produce a beach management plan for Seaton beaches from Seaton Hole to Axmouth Harbour which will produce options and costs to manage the beaches over the next 10 years.</u></p> <p><u>• Working with all stakeholders through a steering group develop a Beach Management Plan to ensure the existing standard of protection from flooding is maintained or improved and that</u></p>	StreetScene	Aims, objectives and scope of project agreed with stakeholder group and professional partners. Expression of interest advertised via EDDC e-tendering portal with a view to appointing consultant to complete the work in March.

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<p><u>erosion is managed in line with the shoreline management plan.</u></p> <ul style="list-style-type: none"> • <u>BMP to tender & completion</u> • <u>Use BMP to design a scheme of works to help protect Seaton beaches & apply for DEFRA funding if appropriate.</u> 		
On track	<p><u>Sidmouth Beach Management Plan (BMP) to produce a beach management plan for Sidmouth town beach and Sidmouth East beach which will produce options and costs to manage the beaches over the next 10 years.</u></p> <ul style="list-style-type: none"> • <u>Working with all stakeholders through the Sidmouth town and East Beach Steering Group</u> <input type="checkbox"/> <u>progress the Beach Management Plan process to help achieve funding for future protection works which may include beach recharge.</u> <ul style="list-style-type: none"> • <u>BMP to tender & completion</u> • <u>Use BMP to design a scheme of works to help protect Sidmouth Town and East beaches & apply for DEFRA funding if appropriate.</u> 	StreetScene	<p>Final reports complete following stakeholder comments</p> <p>Currently awaiting sign off of HRA prior to taking final report to EDDC committee</p>
On track	<p><u>Produce a renovation plan for Beach gardens Exmouth to tie in with the surrounding regeneration; include interactive play features</u> <input type="checkbox"/></p> <p><u>reduced maintenance planting</u> <input type="checkbox"/></p> <p><u>multi use community space and the possibility of a cafe or bar style concession. Work with local partners to agree the plans and identify sources of funding to deliver the renovation.</u></p>	StreetScene	<p>Due to be ongoing plans for the Queens Drive development, we have not progressed the redevelopment of beach gardens until there is a clearer plan for Queens Drive. The redevelopment of Beach Gardens will compliment that of Queens Drive therefore we will wait until more concrete plans are available before we progress further.</p>
Achieved	<p><u>Promoting use of Council assets as potential locations for joint venture energy generation with private energy company</u></p>	Property and Estates	<p>The limited opportunities available have been explored and there are no recommendations at this time.</p>
On track	<p><u>Provide governance support / advice and committee administration support for the new Joint Habitats Committee</u></p>	Legal, Licensing and Democratic Services	
On track	<p><u>Submit new 2 year Grants for the Arts application to Arts Council England to continue to expand our audience and fund our learning programme</u></p>	Countryside, Arts and Leisure	<p>Working on new National Portfolio Organisations Arts Council application deadline end Jan 2017, followed by a Grants for the Arts Council application and new Heritage Lottery Fund application.</p>
Achieved	<p><u>Support the annual placement of at</u></p>	Countryside,	<p>Appointment made for Trainee Ranger</p>

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>least 2 Trainee Ranger posts as part of commitment to East Devon's Public Health Plan</u>	Arts and Leisure	post 2016/17 - due to start September 2016.
Achieved	<u>Support the work of the East Devon Area of Outstanding Natural Beauty (AONB) & Blackdown Hills AONB Partnerships to deliver their annual business plan outputs – promoting the value of the landscape and wildlife of these nationally important landscapes</u>	Countryside, Arts and Leisure	EDDC provides both financial and officer/Cllr support to both AONB Partnerships to meet the requirements set out in the statutory Management Plans adopted for both AONBs.
On track	<u>The Customer Service Centre (CSC) will be responsible for delivering aspects of the new recycling and refuse contract to our customers. This will involve changes to the CSC processes and systems. Allocation of tasks will be managed and reviewed through a project board; the CSC manager will be responsible for the delivery of some of these tasks.</u>	Customer Service	Ongoing meetings and improvements being made to ensure the successful roll out of the waste scheme
Achieved	<u>The Manor Pavilion Theatre to resubmit to the Trip Adviser Award</u>	Countryside, Arts and Leisure	The venue continues to get very high ratings and excellent comments.
Achieved	<u>The Manor Pavilion Theatre to more proactively market and promote the second 3 year contract of the Summer Season</u>	Countryside, Arts and Leisure	Summer Season complete for this year. With a 10k increase in ticket sales. The 2016 has been the most successful summer season ever.
On track	<u>Thelma Hulbert Gallery to programme five significant exhibitions a year attracting an audience of 10,000 as agreed in the Gallery's business survival strategy</u>	Countryside, Arts and Leisure	Present Makers 2017, the gallery's Christmas selling exhibition of contemporary craft was most successful yet with sales up 34% on last year, the quarter also saw an increase in donations up 38% to £981. 8235 visitors to the gallery so far 2016/17, on track for over 10,000.
Variation	<u>To produce a District Design Guide to improve the quality of new buildings and places to enable the development of places that work</u>	Planning Strategy and Development Management	Due to other workload pressures in the planning policy team particularly the Cranbrook Development Plan Document (DPD), Villages DPD, Gypsy and Traveller DPD, Greater Exeter Strategic Plan work and other guidance documents the design guide will not be completed this year. A revised Local Development Scheme reflecting this has been agreed by Strategic Planning Committee.
Achieved	<u>To provide a responsive and proactive dangerous structures service to ensure that action is taken against any dangerous structures in a timely manner</u>	Planning Strategy and Development Management	The dangerous structures response service is running both during and outside of officer hours and is effective.
On	<u>Undertake more detailed planning</u>	StreetScene	Discussions on going with Devon County

Service Plan Objectives - Priority 3

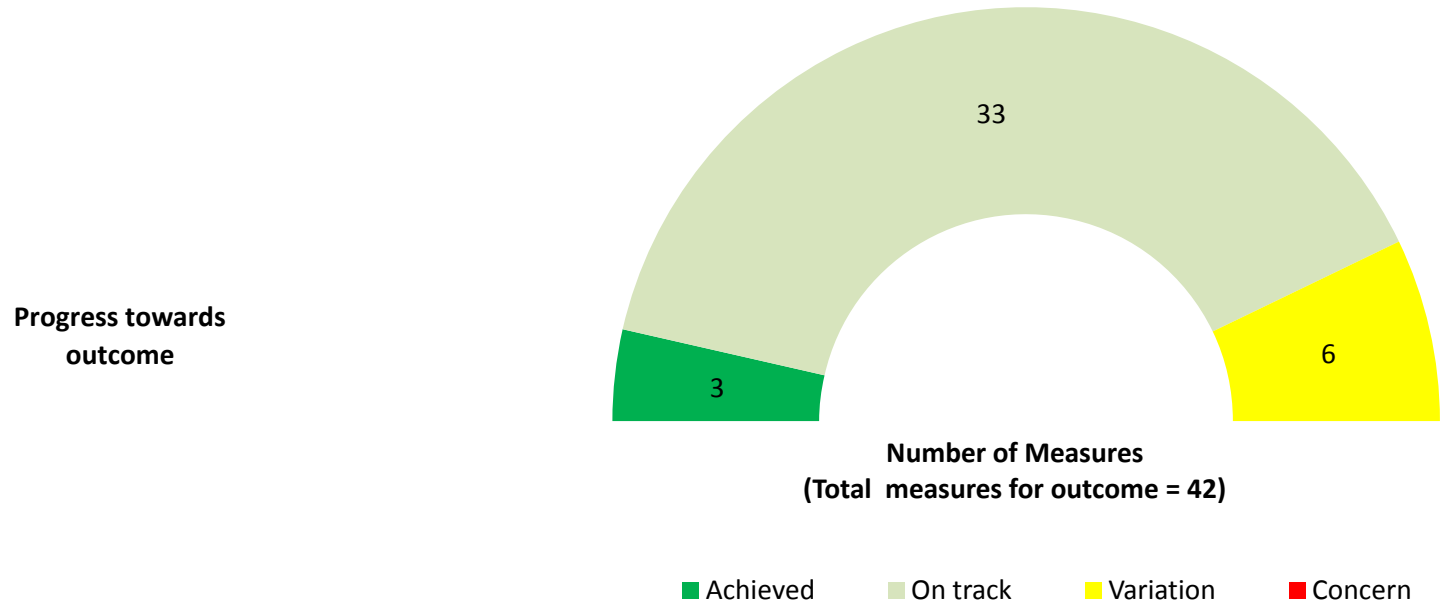
Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
track	<p><u>across the district in partnership with Devon County Council (DCC) to enable us to deal with extreme flooding events and ensure that the appropriate flood defences are delivered such as the scheme at Feniton.</u></p> <p><u>Produce a 6 year plan to link into both the EA 6 year plan and DCC's action plans.</u></p>		Council
On track	<p><u>Update our Play Strategy to improve outdated sites ensure appropriate provision introduce play space and 'play along the way' micro parks. Include in the strategy a rolling maintenance and refurbishment programme for our existing sites and plan in the use of s106 funds for these and ongoing maintenance where possible. Relate the Play Strategy to the Green Space Strategy so the two work in harmony.</u></p>	StreetScene	A draft strategy is being progressed in accordance with the objective. It is linked to the GSS and OSS and includes life expectancy of the sites which in turn provides a rolling maintenance and refurbishment programme.
Achieved	<p><u>We will work in partnership with the Environment Agency to ensure that the public have access to good quality information allowing individuals to make informed decisions about swimming in East Devon's classified bathing waters</u></p>	Env Health & Car Parks	We are continuing to work closely with the Environment Agency to ensure that the correct public information signs are in place at our bathing water beaches warning that bathing is not advised today due to pollution run off following heavy rainfall. This year we are also trialling an automated electronic sign providing real time information at Budleigh Salterton beach. The 2016 season has now ended and it appears that the very dry summer will contribute to results which at this stage indicate that the highest standards have been met at most of our beaches.

PRIORITY FOUR: Continuously improving to be an outstanding council

Service Plan Objectives - Quarter Three Results 2016/17



Service Plan Objectives - Priority 4

Annual report for 2016/2017

Arranged by Aims

Filtered by Aim: Priority Continuously improving to be an outstanding council

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 4			
Priority: Continuously improving to be an outstanding council			
Key Strategic Objective			
Objective Status	Objective	Service	Comments
On track	<u>Agree new policies with UNISON in relation to travel, home working and flexi time and additions to 'the way we work' protocols and policy.</u>	Organisational Development	Travel policy has been agreed. Flexi time is in trial. Homeworking policy is in progress.
On track	<u>Combine Property and Estates Teams under a newly recruited Property and Estates Manager and determine an effective combined structure</u>	Deputy Chief Executive - Development, Regeneration and Partnership	Following unsuccessful previous recruitment a service lead post was advertised in 3rd quarter and interviews currently underway with a view to appointment early 2017.
On track	<u>Consult UNISON and staff individually and collectively with regard to office move where staff move to Exmouth ahead of October 2017</u>	Organisational Development	
On track	<u>Continue to provide integrated interdisciplinary legal service for major projects such as office relocation, Seaton and Exmouth Projects</u>	Legal, Licensing and Democratic Services	
Variation	<u>Deliver service efficiencies and improvements through the application of Systems Thinking techniques and ensure that we do 'what matters' for customers.</u>	Legal, Licensing and Democratic Services	Middle manager changes (historic and pending) have delayed this.
On track	<u>Area Working – Operations Technical Officers arranged in an Area Working method for the East of the district, allowing more flexibility of service and ownership by teams as well as efficiencies in multi skilled operational teams. Design and implement an area working team to copy the principles and design of the East team, but using systems</u>	StreetScene	Streetscene West Operations commenced the trial for area working on 6th February. The 3 areas that the teams are split are Exmouth Town & Seafront, Exmouth District, Budleigh Salterton & the Outer District. Within each team notwithstanding vacancies, there is an Area Officer (formally technical officer), team leader and a mix of cleansing and grounds staff to form a wider team accountable for all Streetscene activity in their geographical area. The trial does not have a definitive

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>thinking principles to ensure the set up fits customer demand. Introduce area working to the recycling and waste team, with team potentially co-locating with contractor at Greendale Depot</u>		end date however it is anticipated that by the peak summer season we will have a good idea as to the final structure.
On track	<u>Design policy and procedures and then implement changes on corporate anti fraud and compliance focusing on the revenues and benefits service and to consider Council wide issues (including electoral registration). The purpose being to safeguard public funds and maximising income to the Council.</u>	Finance	On track for completion end of March 2017.
Variation	<u>Develop new intranet content in Umbraco for new intranet ahead of office relocation</u>	Organisational Development	Strata have not provided a start date for this project.
On track	<u>Developing a pipeline of projects that can deliver key growth objectives and can benefit from Growth Deal or European programme funding</u>	Growth Point Team	Progress will be subject to outcome of Growth Deal process
Achieved	<u>Implement gov.delivery with Strata to build communicate more effectively with subscribers to our website and launch the digital magazine as part of this implementation</u>	Organisational Development	
Achieved	<u>Implementation of any necessary changes required to Land Charges fees to comply with recent case law and subsequent guidance.</u>	Finance	
On track	<u>Implementation of Revenues & Benefits Self Service modules and roll out to customers. Targets set for uptake by 31/3/17 are:</u> <u>- Business Rate customers signed up to online billing/notifications 5%</u> <u>- Benefit customers signed up to online notifications 3%</u> <u>- Landlords signed up to online notifications/viewing 10%</u> <u>- Council Tax customers signed up to online billing/notifications 3%</u>	Finance	Ongoing
On track	<u>Lead implementation of communications strategy in</u>	Organisational Development	Media briefings will be taking place in February and the communications plan is

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>relation to full roll out of new recycling and waste contract across the district</u>		on track.
On track	<u>Maximise recoverable legal fee income</u>	Legal, Licensing and Democratic Services	
On track	<u>Minimise the amount of paper used by the Service including through continuing the 'Paper light' committee agenda policy but also including reducing officer reliance on paper copies and general file management</u>	Legal, Licensing and Democratic Services	
On track	<u>New combined Cemeteries Regulations preparation, consultation and approval by Council (for all 3 council cemeteries)</u>	Legal, Licensing and Democratic Services	The regulations have been prepared in draft form and will be submitted to Cabinet in the final remaining quarter of this review year to seek public consultation
Variation	<u>New Procurement Strategy to be prepared and agreed by Council</u>	Finance	
On track	<u>Plan, cost and commence works at Manstone Depot to upgrade facilities and also to accommodate transfer of Knowle Depot operations</u>	Property and Estates	
Variation	<u>Prepare 2015/16 Accounts to an appropriate standard that requires no additional audit days to be purchased from external auditor</u>	Finance	Extra days due to objection to accounts
Variation	<u>Progress proposals for the establishment of a revolving infrastructure fund linking to the potential pooling of CIL monies in the locality</u>	Growth Point Team	This proposal is bound up in the wider Devolution prospectus which in turn depends upon negotiations with Government.
On track	<u>Provide governance advice (especially in relation to new corporate projects) to facilitate effective corporate decision making.</u>	Legal, Licensing and Democratic Services	
On track	<u>Provide legal advice to enable informed and appropriate strategy to be adopted for maximising value of Council's property assets.</u>	Legal, Licensing and Democratic Services	
On track	<u>Provision of strategic legal advice on policy implementation at senior officer / Cabinet briefing level including inputting into and commenting on reports as appropriate</u>	Legal, Licensing and Democratic Services	

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
On track	<u>Pursue opportunities for external funding towards regeneration and economic development activities individually and in partnership. Develop a corporate approach to providing economic data to inform strategic priorities, decision making, investment and project promotion, bidding and impact analysis</u>	Regeneration & Economic Development	funding bid submitted to Coastal Communities Fund to provide funds towards the costs of delivering the road and car park at Queen's Drive.
On track	<u>Reduce the need for FOI requests by carrying through the Council's stated transparency aims</u>	Legal, Licensing and Democratic Services	
On track	<u>Review the Council's Asset Management Plan to test continued fitness for purpose in the light of new Council priorities, local devolution opportunities and Loc Gov future funding</u>	Property and Estates	On going work to clarify ambitions for new plan
Achieved	<u>Send out Viewpoint Survey, analyse results and work with management team to implement action plan</u>	Organisational Development	
On track	<u>Taxi Licensing Policy development, consultation and approval</u>	Legal, Licensing and Democratic Services	The draft taxi policy documents will be considered by Licensing & Enforcement Committee on 15th February 2017 to seek authority to go for consultation. Remains on track.
On track	<u>To continue to promote local democracy through engagement with local councils and schools</u>	Legal, Licensing and Democratic Services	December meeting of parishes and towns to discuss local budgets and the impact of Brexit. Arrangements underway for political speed dating in February.
On track	<u>To develop a programme of Member Development from January 2016 onwards, based on feedback from Councillors and to accommodate any new legislation and ways of working</u>	Legal, Licensing and Democratic Services	Targeted training and development opportunities are offered to maximize the use of budget.
On track	<u>To ensure the Council has appropriate plans in place that will deliver a balanced Council budget up to 2020/21.</u>	Finance	
On track	<u>To service any changes to the committee structure as agreed by Council from both legal and democratic services perspectives</u>	Legal, Licensing and Democratic Services	
On track	<u>To undertake a systems thinking refresh of the development</u>	Planning Strategy and	Work has commenced on testing the revised processes and systems arising

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>management and enforcement services to ensure that they provide the best quality customer service</u>	Development Management	from the systems review with further changes due to commence the trial phase in February.
On track	<u>To work with neighbouring authorities to investigate closer working through partnership to deliver planning services in the future</u>	Planning Strategy and Development Management	Work continues on the Greater Exeter Strategic Plan (GESP) as well as the joint habitats mitigation board. No doubt further joint working proposals will come out of the GESP work as this progresses.
On track	<u>Trial new flexi time policy in a key front facing service area</u>	Organisational Development	The trial in Licensing and Governance and Revenues and Benefits commenced on 1 February 2016.
Variation	<u>Undertake a Review of the process for writing the Local Plan in future</u>	Planning Strategy and Development Management	Following discussions with the Planning Advisory Service a report including a proposal for undertaking this work is to be included in the papers for Scrutiny Committee in February.
On track	<u>Undertaking Systems Thinking reviews throughout the Housing service.</u>	Housing	Managers have been trained and have Performance Excellence Reviews objectives to implement this action. All managers have Systems Thinking reviews as a personal objective.
On track	<u>We will carry out a systems thinking review of all Environmental Health and car parking services.</u>	Env Health & Car Parks	This is ongoing. An investment in new technology should enable us to streamline our permit sales to offer better on-line self service to those customers who choose to transact with us in this way.
On track	<u>In the face of previous and projected year on year formula grant reductions, we will seek to increasingly cover cost and generate surplus to reinvest in improved Planning services</u>	Deputy Chief Executive - Development, Regeneration and Partnership	Outcomes of consultation process and recommendations endorsed by Overview Committee. Licensing Committee to consider with the expectation of formal procedures towards lifting current prohibitions across East Devon, with the exception of Sidmouth.
On track	<u>Work with local government and other public sector partners to identify shared service and shared resource opportunities with a view to savings and more efficient service delivery from and of assets. Also explore opportunities for asset sharing and disposal</u>	Property and Estates	Initial discussions held with Exeter and Teignbridge for shared Ratings valuer and or capital accounting valuer. Valuation software shared between Exeter and East Devon. Further discussions with Teignbridge to share best practice, along with the South West Branch of the Association of Chief Estates Surveyors
On track	<u>Work with Strata to scope workflows for electronic document management system for key HR processes</u>	Organisational Development	
On track	<u>Working proactively with developers to enable the release of development sites that are currently locked or not coming forward as quickly as they could</u>	Planning Strategy and Development Management	We continue to work with developers to bring forward sites that have stalled or are not proceeding as quickly as they could and in so doing are considering various viability issues to see if sites could be

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
			brought forward more quickly. We have also submitted a bid to the Homes and Communities Agency (HCA's) Capacity Fund to get further resources to enable a more proactive approach to bringing forward housing sites in the Local Plan. We hope to receive an answer on this bid from the HCA by the end of January.

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Agenda Item 11**Scrutiny Committee****Scrutiny Committee Forward Plan 2016/17**

Date of Committee	Report	Lead
30 Mar 2017	Modern Day Slavery Community Safety Partnership update and future of Community Safety Partnership Scrutiny Panel	Ch Inspector Sarah Johns and Inspector Julian Pezzani Gerry Moore
9 May 2017	Agreement on annual report to Council	Debbie Meakin

Work for allocation to the Forward Plan as appropriate:

Proposed date	Topic
tbc	Portfolio Holder update reports being sought; committee can then subsequently ask the PH to attend committee on specific aspects of their portfolio
Summer 2017	Service Lead Planning Strategy and Development Management report back on performance indicator queries
tbc	Update on all beach management plans – general updates are included in the performance monitoring reports.

Work to scope:

- East Devon Citizens Advice Bureau