

Agenda for Scrutiny Committee

Thursday, 22 June 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 13 June 2017

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- 1 [Public speaking](#)
- 2 To confirm the minutes of the meeting held on 9 May 2017 (pages 3 - 7)
- 3 Apologies: Cllrs Alan Dent, Cathy Gardner and Bill Nash
- 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 **NEW Devon CCG decision on inpatient bed consolidation (page 8)**
The Chief Operating Officer of the NEW Devon Clinical Commissioning Group will be present to take questions on the recent decision taken to consolidate inpatient beds. The resolutions made by Scrutiny under the consultation period are included in the agenda papers; the full [minutes of the Scrutiny Committee held on the 24 November 2017](#) are available online.
- 9 **Quarterly monitoring of performance fourth quarter 2016/17 (pages 9 - 47)**
- 10 **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 9 May 2017

Attendance list at end of document

The meeting started at 6.00pm and ended at 7.54pm

***54 Public speaking**

Alderman Graham Liverton reported to the Committee the decision made to withdraw officer support for the Manor Pavilion Theatre Management Steering Committee. He felt this was because of the disagreement over the Manor Pavilion Car Park becoming a pay and display car park. He made reference to an earlier Portfolio Holder decision relating to Sidmouth and a concession to sell coffee, citing this as another example of a lack of consultation with local users and Members. He felt that the Council had acted in an arrogant fashion with poor communication, and concluded that the East Devon Alliance would agree with his view.

***55 Minutes**

The minutes of the Scrutiny Committee held on the 30 March 2017 were confirmed and signed as a true record.

56 Manor Pavilion Car Park

The Chairman, along with five other members of the Scrutiny Committee, had requested a call-in of the Cabinet decision of 5 April 2017 "that public pay and display parking in Sidmouth's Manor Pavilion car park be offered". The Chief Executive had determined that the call-in was not valid and the Chairman explained to the committee the reasons given.

The committee still had the opportunity to discuss the issue and put forward a representation to the parking places order before a formal variation to the order is made.

The Strategic Lead Housing, Health and Environmental, and the Service Lead Countryside & Leisure, outlined the process undertaken to date in reaching the proposal to make the car park pay and display. Officers were proud of the culture offer available and wanted to maintain and enhance that offer for the benefit of residents and visitors alike. As part of the Council's agreed transformation strategy, this had to be balanced with the need to manage assets well – leaving income from the car park to go towards the costs of the Theatre. There would be a statutory consultation period on the parking places order, and comments made would be taken into account, including the debate at this meeting.

Local Ward Members for Sidmouth outlined their concerns on the proposal. Whilst most were in agreement with the principle of charging for the car park, they felt that charging after 6pm was out of line with surrounding car parks. There was also some dispute about when, and whom, were consulted on the proposal prior to the draft budget meeting of the Overview and Scrutiny Committees in January, or indeed after that. There was also some dispute about how heavily the car park was used. Concern was raised that introducing a charge would reduce the number of users, which would ultimately be counter-productive.

Officers outlined the practicalities and considerations of the car park becoming pay and display, including:

- Direct email contact with relevant Ward Members;
- Some discussion already undertaken at the draft budget meeting;
- Changing the initially proposed three hour maximum stay to four hours, following a comment about the impact on visitors to matinee performances;

- Better management of the car park to prevent local residents, shoppers and beach users using the carpark to the detriment of theatre users, for which the car park was intended;
- Better use of a council asset to provide an additional income stream to the Theatre.

Debate covered:

- Doubts by some Members that fees would be paid after 6pm when other free parking was available in relatively close proximity, both on and off street;
- Some expenditure was required initially for resurfacing, lining and the installation of a ticket machine. Calculations on the expected income had been made based on income from other car parks in the town, and the recent change to pay and display for a Beer car park – reaching a professional estimate at £1000 per space per year;
- Raising income through the car park would provide another income stream to the Theatre to be put towards the maintenance and development of the site, helping to relieve some of the subsidy by the taxpayer in running the theatre;
- Annual permit holders could use the car park for the maximum stay, but officers felt it was unlikely that the car park would be taken up entirely by such users;
- Users unable to walk from the other car parks in the area could park directly outside the venue on the single yellow line, provided they could display a blue badge or it was after 6 pm; no disabled user spaces had been designated in the redesign of the layout of the car park;
- Concern that a mixed use of the site for both public cars and delivery lorries would not be practical; the Theatre Manager outlined the proposed new layout of the car park, including two access points, to give confidence that the car park could operate effectively;
- The car park already had a sign to make clear that the car park was for theatre users only;
- Ward Members were made aware through emails in March of this year of the detail of the proposal; as well as the opportunity to comment at Cabinet on 5 April 2017;
- Look at practicalities of clamping to deter misuse of the car park;
- Some Members felt the existing Steering Group should remain as a group supported by Council Officers, despite being advised that the group could continue in its own capacity and report to the Arts and Culture Forum;
- Look again at a joint ticketing venture; this was cautioned against because of the impact that would have operationally on the Theatre Manager, having to act as a car park attendant when his role is to manage the operation of the theatre.

RECOMMENDED that

1. The Manor Pavilion Car Park fee paying charges only apply up to 6pm;
2. Endorse the maximum stay for the car park at four hours;
3. Officers are reminded that there must be early consultation with the local ward member(s) and the relevant town or parish council for any significant service change that affects a local community.

***57 Mental Health Services for East Devon**

The Chairman of the Honiton Hospital League of Friends and the Honiton Dementia Action Alliance, Heather Penwarden, spoke with the Committee on her background and current role. She asked Members to consider the current state of mental health services in the district. This request was as a result of the recent closure of 'the Haven', Honiton, run by MIND and the transfer of the East Devon Community Mental Health Team from Honiton to Exeter. Discussion on mental health was particularly relevant in Mental Health Awareness Week.

Mrs Penwarden outlined the issues brought to her attention in two separate approaches – one through an existing service user with a long term condition who was directly affected by the closure of “The Haven”; and one a service professional, on the change from local service assessment to a centralised service. Both cases highlighted the negative impact on both existing service users and those to be assessed in two clear ways: the loss of a community feel drop-in centre, leading to a lack of social contact that adversely affected the patient; and the negative impact of travelling, for some great distances, that may not be possible both financially and emotionally.

The committee discussed the importance of mental health services being easily accessible and properly funded. Discussion included:

- Links to recent decision to close local hospital inpatient beds;
- Need to ensure that Devon County Council’s Health and Wellbeing Scrutiny Committee were examining the funding and transformation decisions made on mental health services;
- Similar examples elsewhere in the District, including the removal of self-referral for ongoing treatment which impacted adversely on recovery for the patient;
- Belief that the impact of centralising service provision will only make patients unwell, because of the removal of the social and community feel of drop-in centres.

RESOLVED

1. that the Committee regrets the recent closure of “The Haven” and would have wished to see alternative local services to be established before its closure;
2. that the Chairman write to the appropriate Portfolio Holder, at Devon County Council, to advise that the Committee wished to debate the current state of mental health services in the district and ask him and officers to attend, giving him the chance to respond; and this this includes a request for officers to attend from the Devon Partnership Trust to cover the two funding streams that cover mental health services;
3. that the Chairman write to the new Chairman of the Health and Wellbeing Scrutiny Committee to advise of the Committee’s intended debate on mental health service issues in the district and invite his attendance to respond in respect of the allocation of resources for health services.

The Chairman thanked Heather Penwarden for her useful insights, and pledged to continue pursuing both health and social services to attend a future meeting for further discussion, on what is an important issue for the District.

***58 New Devon CCG decision on reducing community hospital inpatient beds**

The Chairman had requested the Chief Operating Officer of the NEW Devon CCG to attend the meeting, in light of the recent decision by the CGG on bed closures. The officer was unable to attend but had agreed to update the committee at their next meeting on the 22 June 2017.

***59 Draft Scrutiny Annual Report to Council**

The draft report presented will be updated to reflect the final meeting of the civic term. A request was made to number the paragraphs; other comments made would be taken into account and the final report agreed by the Chairman and Vice Chairman.

RESOLVED that the report be finalised by the Chairman and Vice Chairman on behalf of the committee, taking into account comments made at the meeting, prior to submission to Annual Council.

***60 Scrutiny Forward Plan and suggestions to scope**

The committee's forward plan was updated at the meeting to include an update from the New Devon CCG on the 22 June 2017 meeting. Broadband (including mobile phone coverage) updates would continue.

Topics put forward for scoping were:

- review of the procurement approach agreed by the Housing Review Board at their meeting of 9 March 2017;
- How sites are put forward for the Local Plan or for future plans, such as the GESP;
- Building regulation limits of internal room sizes; in particular for houses of multiple occupation;
- Multiple consultation examples had been considered previously by the committee, but the consultation process still remained a guide and not a policy;
- The role of the District Councillor in communication with local town or parish councillor in dissemination of information from a district level (as linked to consultation on changes in service provision or charges that impact at a local level).

A request was made to make contact with the Local Government Association with a view to establishing what was expected of scrutineers. The Lead Councillor for Member Development, Councillor Maddy Chapman, offered to work with Democratic Services on future training for the committee.

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

Scrutiny Members present:

Roger Giles
Alan Dent
Dean Barrow
Maddy Chapman
Bruce de Saram
Cathy Gardner
Simon Grundy
Cherry Nicholas
Val Ranger
Marianne Rixson

Other Members

Megan Armstrong
David Barratt
John Dyson
Peter Faithfull
Phil Twiss
Pauline Stott
Geoff Jung
Brian Bailey
Stuart Hughes
Rob Longhurst
Tom Wright

Officers present:

- John Golding, Strategic Lead Housing, Health and Environmental
- Charlie Plowden, Service Lead Countryside and Leisure
- Graham Whitlock, Manor Pavilion Theatre Manager
- Giles Salter, Solicitor
- Sue Howl, Democratic Services Manager
- Debbie Meakin, Democratic Services Officer

Apologies:

- Marcus Hartnell
- Bill Nash
- Darryl Nicholas
- Colin Brown
- Jill Elson

Chairman Date.....

Extract of EAST DEVON DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny Committee held at Knowle, Sidmouth on 24 November 2016

***28 NEW Devon CCG Consultation “Your Future Care”**

RESOLVED that a response from the Scrutiny Committee to the NEW Devon CCG “Your Future Care” consultation contains the following comments:

1. Asks that the New Devon CCG presents an outline of how care delivery integrates health, social, and mental care, as well as physiotherapy, and how it is provided to patients;
2. Consider that the comparison with Northern and Western Devon areas is unfair as the demographics were not the same as Eastern Devon;
3. The committee considers that the models proposed in the consultation will not meet the needs of the District because of the local issues of social isolation, and the support that carers need;
4. The NEW Devon CCG should review the expenditure on management and administration as a means to realise savings that could be used to provide care rather than divert funding from in-patient beds;
5. The committee considers that the evidence presented to date by the NEW Devon CCG is not sufficient to convince them that the new model of care will be successful;
6. The Committee does not accept Options A – D, but recommends that the NEW Devon CCG should retain the current level of in-patient beds in community hospitals in the Eastern Devon locality;
7. Should a decision be made to close in-patients beds, the Committee insists that this is not undertaken until the replacement model of care is recognised as safe and in place; subject to the provision of evidence that the model of care has resulted in no bed blocking at acute hospitals, non occupancy of beds in community hospitals, and full care in the community.

Report to: Scrutiny Committee
Date of Meeting: 22 June 2017
Public Document: Yes
Exemption: None



Review date for release None

Agenda item: 9

Subject: Quarterly monitoring of performance – 4th quarter 2016/17
January to March 2017

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 4th 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
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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 variation. 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 no service objectives showing a status of concern, 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.

- **Percentage of planning appeal decisions allowed against the authority's decision to refuse** – The Development Manager is in the process of assessing all the appeal decisions to establish any trends that can be identified, learnt from and addressed. It is proposed that these findings will be presented to the next meeting of the Strategic Planning Committee as part of the annual report into our performance on appeals.
- **Days taken to process Housing Benefit/Council Tax Benefit new claims and change events** – March is the assessment team's busiest month assisting our customers and receiving a large volume of new claims. The increase in is due to the impact of this additional work pressure on our resources. Our reduced performance in March 2017 compared with March 2016 is a reflection of these additional pressures.

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



Quarter 4 Performance Report 2016-17

Performance Overview, Council Plan Actions and Key Performance Indicators

April 2017

Document Key

Action Status classification

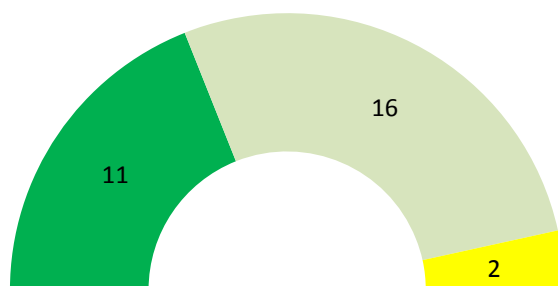
- Red (Concern) highlights targets with serious problems or significant delays.
- Amber (Variation) indicates actions with mild concerns or minor setbacks.
- Green (Achieved) displays special achievements or early completions.

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 four 2016/17

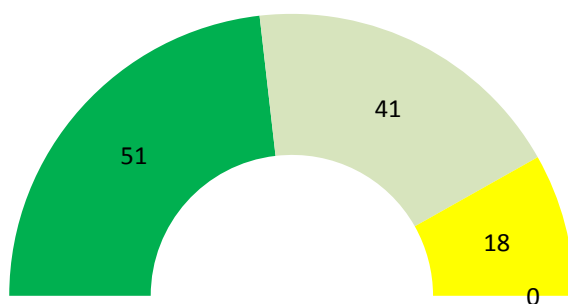
Chart a. Performance against our Council Plan 2016/17 – for more detail please see the following pages



Number of Measures
(Total measures for outcome = 29)

■ Achieved ■ On track ■ Variation ■ Concern

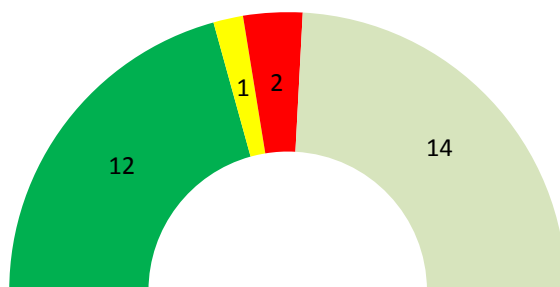
Chart b. Performance against our Service Plan Objectives – for more detail please see appendix B



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 ■ 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	Through negotiation on planning applications we continue to require the delivery of high quality green spaces and the retention and enhancement of wildlife corridors as part of new developments.
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	Governance arrangements have now been reported to Strategic Planning Committee and are awaiting agreement by Council. These include measures to enable organisations to make bids for CIL monies later in the year.
Ensure that council homes are well maintained and managed effectively with high tenant satisfaction.	Achieved	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. We have made budget provision for a stock condition survey in 2017/18.
Ensure that the activities which require it are appropriately licensed.	Achieved	
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	HALFF in Axminster has been successful in winning the popular vote and a People's Project award that will help them continue to work with SWITCH, teaching healthy cooking and eating. SWITCH in Axminster had its fifth birthday last month, with the Countryside team and Thelma Hulbert Gallery running activities for the young people and other friends of SWITCH. We have also now planted our third community orchard with the Countryside team. Mobile Support Officers and Estate Officers now deliver a range of community development activities as well as the Community Development Officers.
Extending the housing options service and meeting the housing needs of our residents.	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 two quarters, 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. We are now beginning to shift resources back into the district wide implementation plan for 2017/18.
Return empty homes to beneficial use.	On track	We continue to assess and prioritise empty properties on the district to assist and persuade owners to bring them back into use or sell them. 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 SWAP 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. The text in the Plan has been updated and we are currently importing the financial tables.
When development happens, ensure that the natural environment and historic buildings are protected from inappropriate development.	On track	The assessment of planning applications ensures that the natural environment and heritage assets are protected from inappropriate development indeed special protection is granted to designated habitats and heritage assets.

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	126	↓
Number of households living in temporary accommodation	0	30 (3/4)	3	4	1	3	↓

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. Lidl well underway with 400 jobs eventually projected and opening by the end of 2017. Planning and preparation for remainder of the logistics site. Major Headquarters offices under construction at Skypark and speculative build offers underway. Enterprise zone commenced on April 1st 2017. Greater Exeter Strategic Plan in place and conducting exploratory site search across the travel to work area.
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	97% in March 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. Joint working with the County and neighbouring district councils continues. Joint planning and engagement in Growth and Development Board implementation. Support to major energy, transport and communication infrastructure.
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	This is an on-going piece of work where we have made progress on some commercial sites that can be used for new workspace or workshop provision. The Seaton sites are moving forward with renewal of permissions and we have completed the initial feasibility exercise for the Honiton business centre site.
Implement the serviced workspace study recommendations and initiate site specific detailed reviews and business cases to seek investment and funding.	On track	These are in hand. The initial feasibility study has been completed for the East Devon Business Centre and work on this will now progress through to initial reporting stage. Work is continuing on the sites and opportunities in Axminster (Ceramtec) and on the sites owned by the Council in Seaton with work expected to start on site on the Seaton sites later in 2017.
Increase income from existing assets either directly or through local partnerships.	Achieved	Through completion of rent reviews and lease renewals
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	There have been successes in this area where planning permissions have been granted that will create new employment opportunities. Work is underway currently in partnership with the other 3 EHOD authorities to ensure that employment land opportunities come forward as part of the GESP process.
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 continues to operate successfully and has been nominated for 5 separate awards. Tramway redevelopment planning application in progress. Sidmouth Port Royal scoping study underway. Exmouth Mamhead open and Queens Drive planning application to be determined in quarter 1 2017/18.

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

Achieved

The initial work of preparing a Joint Economic Development Strategy was completed in December 2016. We are continuing to work with the EHOD partners on the delivery of that strategy, focussing on skills and employment, inward investment, strategic land opportunities and business support.

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	97	↑
Creditor days - % of invoices paid within 30 days	97	99 (6/12)	99	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.	Achieved	Cabinet was presented with and adopted the EDDC Green Space Plan.
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>We now have adopted beach management plans (BMP) for Exmouth and Sidmouth. Budget has been made available to carry out the monitoring for the Exmouth BMP with more major works probably required around 2021.</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 has also been progressed on the tender for a consultancy/expert engineering company to undertake the study itself, this tender was sent out in 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>We have now successfully launched phase one of the roll out in Exmouth. This started on the 16th Feb and we are now 8 weeks in. Recycling tonnages have been consistently around 90 tonnes per week, which means for Exmouth the recycling waste has flipped on its head. Prior to the new service we were recycling around 44% in Exmouth. We are now recycling almost 60%. Residents seems to be coping well with the 3 weekly grey wheeled waste bin collections, and we've seen a drop in tonnages from refuse when compared against pre-new service tonnages.</p> <p>We are now preparing for the phase 2 roll out, which will cover the rest of the district and is due to start on 12 June. Work is underway on the letters and mailers that will be sent directly to residents. We've also begun delivering road show and town/parish council briefings. Our 'watch this space' poster campaign is being used in all town areas for phase 2.</p> <p>This year has been very busy preparing for and delivering the mobilisation of the new improved recycling and waste collection service. Vehicle livery has been designed by our team and Strata and all the fleet was delivered on time (towards the end of last year).</p> <p>We have done extensive communications for the launch of this new service; including an all council Member presentation, a press briefing day, individual town/parish council briefs and Member briefs and a series of roadshow events (these are continuing for phase2). We have a Member's Q & A session on 17th May ahead of Council to answer any questions Members might have ahead of the phase 2 roll out.</p> <p>Leaflets and mailers were delivered successfully for phase 1 and we have been learning from the feedback on these and improving our design for phase 2. In phase 1 there were 16 variants of the letters to cater for different property types and different changes. In phase 2 we estimate there will be up to 50 different versions due to the larger area which phase 2 covers and a greater variance of property types and scenarios. Phase 2 letters hit door mats w/c 24th April.</p> <p>Our Recycling Advisors ('door steppers') have been crucial in the success of the phase 1 roll out. They have made contact with</p>

		<p>around 10% of total households, and been instrumental in communicating the messages effectively to our residents. They have also played an important role in educating people who haven't used the new service correctly, helping them to understand how to get the best from it. We've had 4 in post for phase 1, they are now starting to work in the phase 2 areas. We plan to increase the team by 1 additional post as phase 2 is a bigger area.</p> <p>The CSC have been handling a significantly higher call volume than usual (around 700-800 calls per week more) and have needed the 2 additional customer service agents (CSAs) we added for the phase 1 roll out. We are going to be adding 2 more fixed term CSAs for the phase 2 roll out to ensure we can give effective and timely support to residents during this change. Phase 2 starts on 12 June, with each town and area rolling out by its collection day, all within the same week.</p>
Explore opportunities for securing a Blue Flag for the beaches in East Devon.	Variation	Due to the resignation of the Beach Safety Officer and other work demands this project has not been progressed beyond our unsuccessful application for the Seaside Award for Exmouth last year. We will look at this again when we have refilled the beach safety officer post.
Implement a programme of fuel efficiency measures for council properties.	On track	

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	47	↑
Residual household waste in kg per household	N/A	(6/12)	24	25	73	73	↑
Percentage of Municipal waste for disposal (incineration and landfill)	N/A	(6/12)	52	47	55	53	↑
Improved street and environmental cleanliness – fly tipping	2	3 (2/4)	2	2	2	3	↑

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	IT resource has been diverted to the recycling and waste project. The next stage will be for EDDC to develop a business case for a customer portal and this work is scheduled to summer 2017 with Strata.
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	Achieved	

ICT company by East Devon, Exeter City and Teignbridge councils) in order to deliver savings, reduce risks and improve capability for IT-enabled change.		
Relocate to Honiton and Exmouth Town Hall and establish surgeries where necessary to meet identified demand for particular services.	On track	Exmouth Town Hall refurbishment underway with target reoccupation date of November 2017. Developer appeal process regarding Knowle is in preparation. Council to consider options on Knowle departure and Heathpark HQ building in quarter 1 2017/18.

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	99.1	↑
Management Note	<p>This has been our best CTAX collection performance to date. This achievement is a result of:</p> <ol style="list-style-type: none"> Our robust approach to debt prevention which we have been applying for the past few years. Some of the measures include: <ul style="list-style-type: none"> Prompt recovery action to prevent debts escalating in both age and amount. Regular monitoring of debts and in particular the proactive use of Attachment to Earnings. Actively nudging customers to pay by Direct Debit Constant reviewing of our documents such as bills, reminders, finals, summons. Encouraging customers who are struggling to pay to move over to 12 month instalments or individual repayment agreements Offering flexible dates for customers to pay over Proactively providing independent money advice/welfare support to customers Tightly monitoring and reviewing cases at all the various recovery stages The effectiveness of staff within Revenues and Benefits in their role of engaging with customers' right from the billing stage through to the more serious recovery stages, understanding the many varied reasons for our customers' indebtedness in what is often a very challenging and emotive environment. This is particularly relevant to staff who work within the Corporate Debt team who are on a daily basis dealing with often abusive or difficult customers. 						
Percentage of Non-domestic rates collected	97.75	84.17 (9/12)	30.54	58.75	83.64	98.71	↑
Management Note	<p>We have seen an improvement on last year resulting in the best performance in NDR collection for the past 5 years. Unlike Council Tax, 2 or 3 large assessments can significantly impact performance – for better or worse. This is demonstrated by one of our large assessments who are now paying regularly.</p>						
Percentage of planning appeal decisions allowed against the authority's decision to refuse	21.8	30 (9/12)	26.7	25.0	29.2	34.4	↓
Management Note	<p>The Development Manager is in the process of assessing all the appeal decisions to establish any trends that can be identified, learnt from and addressed. It is proposed that these findings will be presented to the next meeting of the Strategic Planning Committee as part of the annual report into our performance on appeals.</p>						
Percentage of Stage 2 complaints responded to within stated timeframes	N/A New PI		80%	85%	91%	73	N/A

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	100	N/A
Percentage of FOI responded to within the statutory time limits	N/A New PI		100	100	100	100	N/A
Number of random general licence checks	195	139 (3/4)	47	86	139	195	↔
Number of random vehicle licence checks	90	113 (3/4)	38	62	93	150	↑
Working days lost due to sickness absence	8.91	6.38 (9/12)	1.93	3.74	5.79	8.02	↑
Total average headcount (quarterly total)	498		502	494	497	503	↑
Cumulative Staff Turnover as a percentage of all staff (voluntary leavers)	7		3	6	8	10	↑
Capability at point of contact for Benefits	65		65	63	62	84	↑
% of residents who pay their Council Tax by Direct Debit	77		78	78	78	79	↑
Number of Level 2 complaints (year to date)	33		5	12	23	34	↑
Number of Freedom of Information Requests (year to date)	588		203	380	503	658	↑
Missed bin collections per 1000 households	N/A	(6/12)	48	93	12	14	↑
Percentage of minor planning applications determined within 8 weeks	46.39	65.0 (3/4)	46.89	68.14	69.29	75.97	↑
Percentage of other planning applications determined within 8 weeks	69.87	80.0 (3/4)	73.54	71.90	71.36	86.26	↑
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 DM processes, there are a number of changes being introduced to do this. One such change is the trialing of a different process for the more simple 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	5.40	↓

Management Note

March is the assessment team’s busiest month assisting our customers and receiving a large volume of new claims. The increase in is due to the impact of this additional work pressure on our resources. Our reduced performance in March 2017 compared with March 2016 is a reflection of these additional pressures.

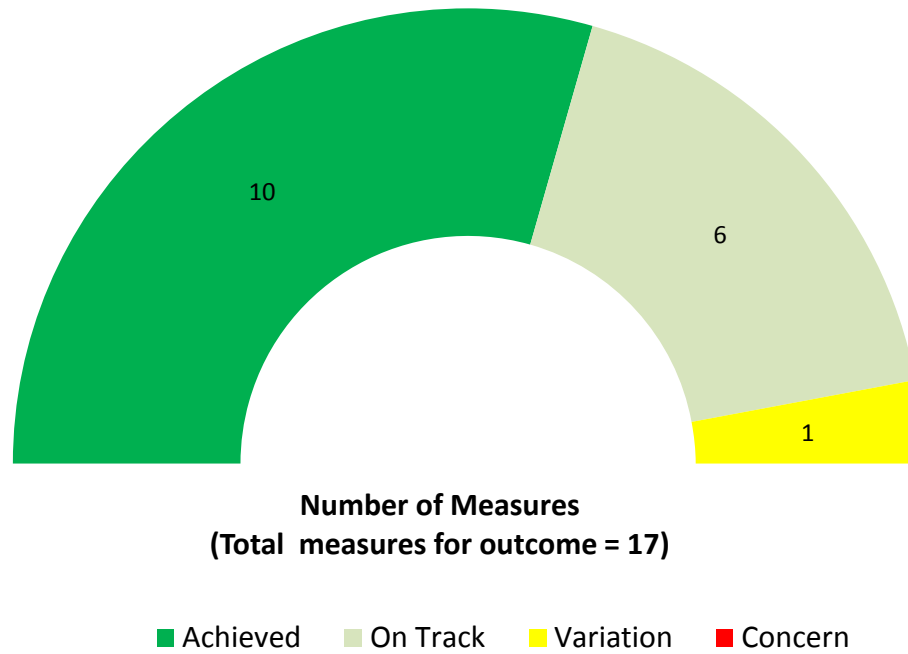
Proportion of outstanding debt that is more than 90 days old from date of invoice	11		51	16	27	12	↓
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Performance Indicator not linked to any aims	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Number of redundancies (year to date)	2	-	0	0	0	0	↓

PRIORITY ONE: Encouraging communities to be outstanding

Service Plan Objectives - Quarter Four Results 2016/17

**Progress towards
outcome**



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
Achieved	<u>Advise on legal strategy / implementation of major projects (including regeneration) and related processes (internal with external resource where required).</u>	Governance and Licensing 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 on a preferred approach document continues with our consultants and will be reported to Strategic Planning Committee.
Achieved	<u>Complete the disposal of Seaton Town Hall subject to resolution with and between local parties</u>	Property and Estates	Transfer complete
Achieved	<u>Continue to secure affordable housing (and other planning benefit through planning and property transactions and appropriate advice to council committees)</u>	Governance and Licensing Services	
Achieved	<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>	Governance and Licensing 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	Work is continuing with the heritage parks trail as part of the Heritage Lottery Fund project which sees us working with 8 different school groups to engage with them about the history of the chosen parks and gardens and developing the trail leaflet and signage. We've just concluded a competition with the schools we are working with for the children to draw a picture of our parks past or present. 2 winners were selected and their

Service Plan Objectives - Priority 1

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Objective	Service	Comments
			<p>art work will feature in the leaflets and on the signage. The project should be completed in July 2017.</p> <p>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.</p>
On track	<u>Enable the delivery of affordable housing through negotiation with developers</u>	Planning Strategy and Development Management	We continue to seek the local plan requirements for affordable housing from all residential developments and where viability does not permit compliance with policy we ensure that we negotiate the best possible provision in line with identified local needs.
Achieved	<u>Ensure delivery of the new waste contract</u>	Governance and Licensing 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	Cabinet have now agreed an exemption to standing orders to enable the establishment of a CABE operated Design Review Panel for major projects in the district. The selection of a pool of Members for the panel is underway and projects for early consideration by the panel being considered.
Achieved	<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	Cabinet have approved the move to devolve services and assets to the third sector. Project plan presented to SMT August 2016. Pilot project underway.
Variation	<u>Provide governance advice and support for any devolution deal that may come forward</u>	Governance and Licensing Services	Devolution deal delayed
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 to identify the relevant planning policies and suggest a structure for documenting

Service Plan Objectives - Priority 1

Priority: Encouraging communities to be outstanding

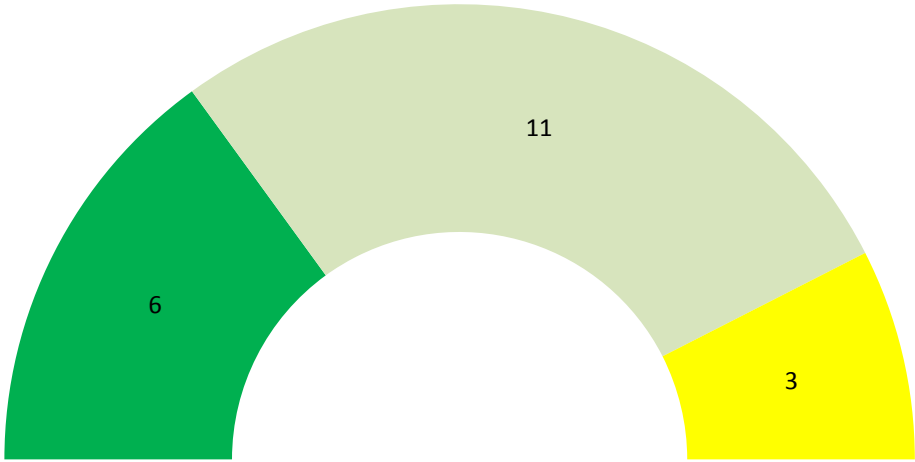
Key Strategic Objective

Objective Status	Objective	Service	Comments
			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 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>	Finance	New scheme has been adopted for 1 April 2017.
On track	<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	This is an ongoing process. Work to progress a Community Development Strategy is being discussed with Cranbrook Town Council and Devon County Council.
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	Work on the Healthy New Town programme is continuing. Leadership of the programme has now passed to the County Council.
Achieved	<u>Support the Planning Policy team through the Local Plan process and implementation of the Community Infrastructure Levy (CIL).</u>	Governance and Licensing Services	Support has been provided as and when required.

PRIORITY TWO: Developing and outstanding local economy

Service Plan Objectives - Quarter Four Results 2016/17

Progress towards outcome



Number of Measures
(Total measures for outcome = 20)

- Achieved
- On Track
- Variation
- Concern

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, the final report is being drafted. The report will go to AMF in June and Cabinet in July.
Variation	<u>Continue to explore the benefit of alternative delivery models and conduct trials of alternative partnerships, technologies and systems</u>	Env Health & Car Parks	Whilst we remain open to new ideas, traditional models of service delivery have remained our priority during this financial year.

Service Plan Objectives - Priority 2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>as appropriate</u>		
On track	<u>Continue to support small and start up business through the proactive management of East Devon Business Centre</u>	Regeneration & Economic Development	The Business support service is now being provided through the Growth Hub following a review of the service offered through Business Boost.
On track	<u>Develop a package of increased events charges across our assets to generate a better income whilst balancing this with encouraging our communities to be outstanding</u>	StreetScene	<p>We have now published our 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.</p> <p>We are currently working on an events process and better software which will allow cross council event booking for the organiser and self-serve event bookings through the website.</p> <p>Work on the events protocol has been delayed due to a key staff member going on Maternity leave. We will continue to use the existing protocol and refine this for reporting to SMT later in the year.</p> <p>We've dealt with a number of large bookings recently such as a multi-site filming permission for an A list movie (we were able to charge well for this, site use included car parks for which a several thousand pound charge was levied).</p> <p>We're also taking bookings for summer events, such as Exmouth Festival. With these type of events we are now able to charge a more commercial rate as well as charge clean-up costs for events on our land. We've also worked closely with Exmouth Town Council to find a solution for Exmouth Markets Association which is acceptable to most. EMA wanted to run a fortnightly market in the Strand (to make their proposal viable for them), but some businesses there were not so keen due to the perceived effect on their trade. We've agreed a solution whereby the EMA is in the Strand once a fortnight and on our Beach Gardens site the alternate fortnight. The charges we are able to levy on EMA for these regular market events are at a good level and help meet our overall income target for events on our land; which in turn helps to offset the cost of providing our public spaces.</p>
Achieved	<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-</u>	Env Health & Car Parks	We trialed an extended winter offer for all East Devon Car Parks this year. The offer enabled motorists to park all day after 10am for just £2 - and that ticket was then valid in any other EDDC pay and display car park until midnight that day. The offer proved popular with customers and with local chambers of commerce with some of their

Service Plan Objectives - Priority 2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>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>		members reporting improved winter trading. There was no loss of revenue to the Council because the money lost from higher value transaction was more than matched by additional revenue with more customers choosing the £2 option over the lower value transactions seen in previous years.
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	There is still no realistic prospect of significant revenue generation this year. The potential changes to the way in which food business are regulated in the UK that would have driven these opportunities are still under review.
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	The service is now available to assist small business in complying with food control and safety legislation.
On track	<u>Extending corporate support on economy matters: support to Licensing; support to Estates; Business Rates; Planning Policy; Community Development; Growth Point Team</u>	Regeneration & Economic Development	The team has continued to work with other services to facilitate business growth. An example is the delivery of the overspill car park in Seaton, opposite Seaton Jurassic which has provided an increase in car park revenue overall on the Underfleet car parks since the opening of Seaton Jurassic, even though the number of spaces is reduced. We continue to work with Legal and Democratic Services on licensing matters to ensure that new street trading opportunities can come forward in the future.
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	
Variation	<u>Promote inspection outcomes under the Food Hygiene Rating Scheme and to improve the ways in which we draw attention to those outcomes. To</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

Service Plan Objectives - Priority 2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>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>		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	
Achieved	<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	The Enterprise Zone went live on the 1st April.
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	A Project Reference Group has been set up by the Town Council to oversee the scoping exercise. The scoping exercise has commenced and we expect the outcome of this to be in June 2017.
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	Second round of consultation underway as part of the process to lift the general prohibition (with the exception of Sidmouth).
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</u>	Property and Estates	This objective will roll into future years. The Seaton Workspace project is underway. A pipeline of possible future projects currently being drafted.

Service Plan Objectives - Priority 2

Priority: Developing an outstanding local economy

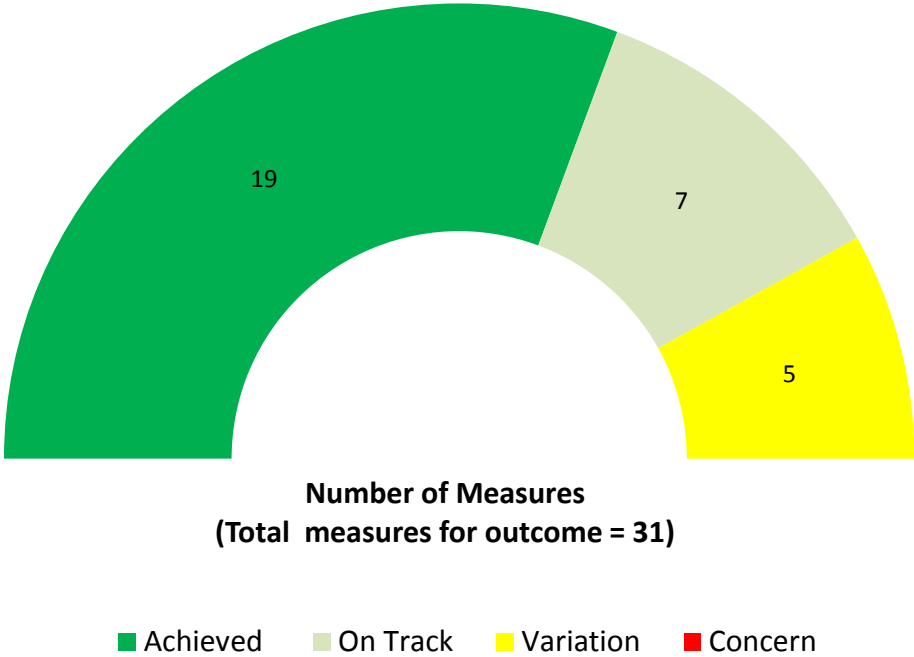
Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>workspace for small and start up business on council owned land</u>		
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	
Achieved	<u>Support the first phase workspace/ Business Centre provision at Cranbrook</u>	Property and Estates	Property Services & Estates have supported the first phase Enterprise House project over the last year.
Achieved	<u>Supporting Early Help and helping people into work.</u>	Housing	Our Tenants & Communities officers continue to work closely with the Early Help team to encourage families to engage with relevant agencies and gain the support and assistance they need to improve their lives.

PRIORITY THREE: Delivery and promoting our outstanding environment

Service Plan Objectives - Quarter Four Results 2016/17

Progress towards
outcome



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	Villages in Action successfully delivered its 2016/17 programme and the management structure and its delivery programme is under review for 2017/18 which will be presented to the Arts & Culture Forum for consideration.
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	Work is continuing on regeneration and development projects that are expected to increase the number of visitors to East Devon. Following the success of projects such as Seaton Jurassic, the Council is continuing to work in Seaton supporting the Seaton Tramway with a new lease to enable their site to be redeveloped. Work continues in Exmouth to create opportunities for new visitor attractions to the town at Queen's Drive and the opening of the new slipway will encourage more waterusers to visit the town.
Achieved	<u>Deliver countryside outreach work programme within targeted communities across East Devon collaborating with Housing</u>	Countryside, Arts and Leisure	A successful year of outreach work in conjunction with Housing services. This last quarter has seen the completion of a 1 to 1 mentoring volunteering scheme with a housing tenant and another Easter adventure for the East Devon switch groups. Further outdoor learning sessions have taken place with Childrens' centres from Axminster, Seaton and Exmouth
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	First two strategic investments agreed. Re-basing of Mitigation Strategy proceeding.

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
Achieved	<u>Develop a programme of health walks, green gym project and GP referral scheme that helps to deliver the East Devon Public Health Plan</u>	Countryside, Arts and Leisure	A new walking group for Cranbrook has been set up and will run twice a month from the Younghayes Centre. The number of volunteers working with the countryside team has reached a record high, with two weekly conservation groups, a dedicated team who open up the Discovery Hut at Seaton Wetlands for visitors, a loyal group from Axe Ringing who help to monitor bird populations at Seaton Wetlands, and a new group of volunteers who will be carrying out wildlife surveys out on Local Nature Reserves.
Achieved	<u>Develop new income streams around woodland products, 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>	Countryside, Arts and Leisure	Charcoal making and firewood production is up and running from Holyford Woods LNR with modest sales but it is helping to deliver our commitment to sustainable forestry and the use of locally sourced products. Further products are being investigated for 2017/18 to help offset the costs of site management.
Achieved	<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	This last quarter saw a public consultation on the Millwey estate in Axminster regarding a new Orchard on housing land. With majority support our third community orchard was planted in late March with the help of 30 local people. Further care events will take place and future sites are being considered.
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 Award – Gold access & inclusivity South West Tourism Award – Silver access & inclusivity Family Arts Festival – Overall Winner Best family arts event Exeter Living – Finalist arts award
Achieved	<u>Expanding Thelma Hulbert Gallery's outreach offer and reaching new areas of East Devon</u>	Countryside, Arts and Leisure	2552 children and young people participated in THG activities away from the gallery, through our outreach programme including Honiton Memory Cafe, Exmouth Festival, National Playday and Fundays throughout East Devon, SWITCH sessions at Honiton and Axminster.
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 (under track crossing) cannot take place until Autumn due to restrictions on moving ballast over summer months. Phase 4 (remainder of culvert) to follow on

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
Achieved	<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 team has done in targeting primary schools to promote the benefits of responsible dog ownership continues.
Achieved	<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	
On track	<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> <u>Transfer mapping info onto Emap to improve Customer Service Centre (CSC) and customer information regarding StreetScene/Council assets.</u> <u>Agree an Asset inspection protocol and service asset management plan in conjunction with Estates and inspect assets accordingly.</u> <u>Implement recommendations from asset audit including identifying an appropriate software system to track asset inspections, developing a simple app. style tool for on-site asset inspections to be logged electronically and a protocol of inspection frequencies.</u>	StreetScene	Asset mapping completed January 2017. Asset currently being entered into uniform (asset management system). Streetscene Ops currently prioritising sites for asset inspections, with Streetscene Ops to undertake regular visual inspections, with less frequent condition surveys of sites.
Variation	<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> <u>Produce Trees policy for management of council owned stock.</u> <u>Work with Countryside to better manage our entire tree stock.</u>	StreetScene	No further progress on the trees team due to covering staff vacancies. We will be looking to start on this again once we have the vacancies appointed and in place. This should be around June/July time.
On	<u>Seaton Beach Management Plan</u>	StreetScene	Tender exercise completed. Paper

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
track	<p><u>(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> <ul style="list-style-type: none"> • <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 erosion is managed in line with the shoreline management plan.</u> • <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> 		submitted to Cabinet for approval to enter into contract with consultant to complete BMP this calendar year.
Achieved	<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, progress the Beach Management Plan process to help achieve funding for future protection works which may include beach recharge.</u> • <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	Sidmouth and East Beach Management Plan completed January 2017, and adopted by EDDC Cabinet April 2017.
Variation	<p><u>Produce a renovation plan for Beach gardens Exmouth to tie in with the surrounding regeneration; include interactive play features, reduced maintenance planting, 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	Project on hold until the Queens Drive development is further progressed so that we can incorporate the wider picture for Exmouth Seafont.
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	The limited opportunities available have been explored and there are no recommendations at this time.
Achieved	<p><u>Provide governance support / advice and committee administration</u></p>	Governance and Licensing	

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>support for the new Joint Habitats Committee</u>	Services	
Variation	<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>	Countryside, Arts and Leisure	Due to the rare and unanticipated opportunity to apply for a 4 year National Portfolio Organisations (NPO) grant from Arts Council England and the intense application process for this, the Grants for the Arts (GFA) application was put on hold whilst work was undertaken on the NPO submission. We then had to prioritise other funding bids before we could submit the GFA application, now due to be submitted May 2017.
Achieved	<u>Support the annual placement of at least 2 Trainee Ranger posts as part of commitment to East Devon's Public Health Plan</u>	Countryside, Arts and Leisure	Trainee Ranger scheme continued for a second year with support of only one Trainee due to increased costs in line with our commitment to the living wage - the funding has had to be taken from existing Countryside budgets which due to the budget & transformation strategy saving targets we are no longer able to support this excellent scheme due to a lack of budget going forward.
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	Both AONB Partnerships have delivered their annual business plan targets and successfully secured Defra funding for the next 2 years as well as facilitate the implementation of Making it Local throughout the district.
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	Phase 1 successfully rolled out and now working on the plans for phase 2. Phase 2 mailers start at end of April, with CORE (in cab system) being implemented on 15th May and first week of collections 12th June 2017
Achieved	<u>The Manor Pavilion Theatre to resubmit to the Trip Adviser Award</u>	Countryside, Arts and Leisure	Successfully resubmitted and able to brand the theatre as an "Award winning theatre".
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	The 3rd season was the most commercially successful so far with record audiences and ticket sales now establishing itself as a stand out theatrical season regionwide due to Paul Taylor Mills reputation as one of

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
			the UK's most promising and successful West End producers.
Achieved	<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	Exhibitions successfully programmed: Soil Culture, THG Open, Eduardo Paolozzi, Present Makers, South West Academy and beginning of Roger Mayne exhibition Gallery visitors reached 11,684 for the year.
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 track	<u>Undertake more detailed planning 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> <u>Produce a 6 year plan to link into both the EA 6 year plan and DCC's action plans.</u>	StreetScene	Discussions ongoing with DCC
On track	<u>Update our Play Strategy to improve outdated sites, ensure appropriate provision, introduce play space and 'play along the way' micro parks.</u> <u>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>	StreetScene	Live draft play strategy prepared for officer comment and will be completed in May. Includes recommendation to renew equipment and safety surfacing when sites are identified with a life expectancy of less than 2 years. This ensures capital finding can be requested for the following financial year to maintain or enhance existing provision. The play strategy has been linked to the Green Space Strategy as well as the Open Space Study.
Achieved	<u>We will work in partnership with the Environment Agency to ensure that</u>	Env Health & Car Parks	This is a seasonal objective that was reported as "achieved" at the end of

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

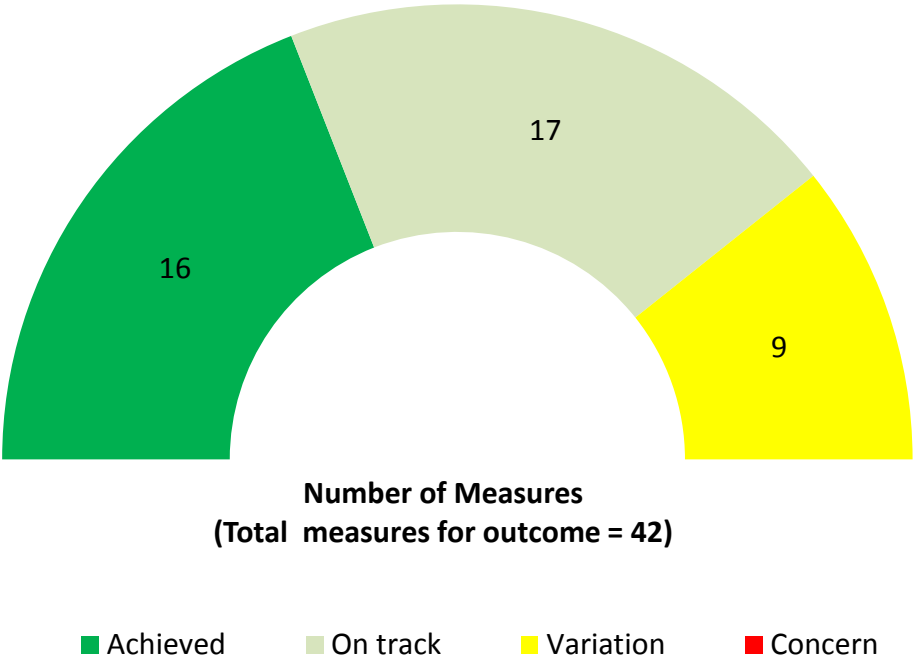
Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>the public have access to good quality information allowing individuals to make informed decisions about swimming in East Devon's classified bathing waters</u>		quarter 3.

PRIORITY FOUR: Continuously improving to be an outstanding council

Service Plan Objectives - Quarter Four Results 2016/17

Progress towards outcome



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	
Achieved	<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	New service lead in post and reviewing team structures, service priorities and resources.
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	
Achieved	<u>Continue to provide integrated interdisciplinary legal service for major projects such as office relocation, Seaton and Exmouth Projects</u>	Governance and Licensing Services	Some external support has been required due to a period of staff sickness.
Variation	<u>Deliver service efficiencies and improvements through the application of Systems Thinking techniques and ensure that we do 'what matters' for customers.</u>	Governance and Licensing Services	Systems thinking has now commenced in Democratic Services
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.</u>	StreetScene	We launched our Area Working Trial beginning of February and so far so good...in that the teams are now geographically split into 3 areas. All Area Officers and Team Leaders are in post and we will be continuing our trial through our peak summer season with a review end August. Service level is maintained at a high level during this change and staff have embraced it. Following this

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>Design and implement an area working team to copy the principles and design of the East team, but using systems thinking principles to ensure the set up fits customer demand.</u> <u>Introduce area working to the recycling and waste team, with team potentially co-locating with contractor at Greendale Depot</u>		review, we will fully roll out to our Area Working teams, formally re-designate staff and make any necessary tweaks as per review.
Achieved	<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	There have been a number of initiatives undertaken in the past two years to identify fraud and error within the revenues and benefits service. These have identified significant savings. Alongside this we have now drafted a strategy which has been approved by SMT and is shortly to be presented to Cabinet for approval.
Variation	<u>Develop new intranet content in Umbraco for new intranet ahead of office relocation</u>	Organisational Development	Project will commence later than planned due to availability of resources.
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	Investment proposals are being brought forward in the context of the Enterprise Zone.
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	
Achieved	<u>Implementation of Revenues & Benefits Self Service modules and roll out to customers.</u> <u>Targets set for uptake by 31/3/17 are:</u> <u>- Business Rate customers</u>	Finance	The outcomes were: Business Rate customers signed up to online billing/notifications - 5.18% Benefit customers signed up to online notifications - 1.91% Landlords signed up to online notifications/viewing objective - 15.31%

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<p><u>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></p>		<p>Council Tax customers signed up to online billing/notifications - 2.47%</p> <p>In addition to the above we've also had the following transactions done on-line during 2016/17:</p> <ul style="list-style-type: none"> • 2773 council tax customers have signed up to Direct Debit (450 during March 17) • 1349 changes of addresses done on-line (147 during March 17) <p>These transaction would normally be taken over the telephone and we are encouraging customers to go online for reporting these types of changes</p> <p>In addition to the above we have also had:</p> <ul style="list-style-type: none"> • 2260 benefit claims done on line <p>We recognise that the take up of online bills/ notifications is not as good as it should be but we are waiting on system improvements to be made in order to make this more customer friendly. Once we have got improvements made to the online functionality we will then actively promote the online notifications.</p>
On track	<u>Lead implementation of communications strategy in relation to full roll out of new recycling and waste contract across the district</u>	Organisational Development	
Variation	<u>Maximise recoverable legal fee income</u>	Governance and Licensing Services	Progress has been made, however there is further work to be done by legal and other services to improve further.
Achieved	<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>	Governance and Licensing Services	The service continues to increase reliance on using digital communication / storage rather than using paper.
Variation	<u>New combined Cemeteries Regulations preparation, consultation and approval by Council (for all 3 council cemeteries)</u>	Governance and Licensing Services	The draft report has been approved by Cabinet for consultation which would clash with two other live consultations presently (taxis and street trading). Consultation for 4 weeks due to begin mid-may.
On track	<u>New Procurement Strategy to be prepared and agreed by Council</u>	Finance	

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
Achieved	<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	Works planned and costed. Planning permission secured. Commencement subject to Full Council meeting 26 April 2017.
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 is being taken forward in the context of the Greater Exeter Strategic Plan.
Achieved	<u>Provide governance advice (especially in relation to new corporate projects) to facilitate effective corporate decision making.</u>	Governance and Licensing Services	Governance advice has been provided as and when required.
Achieved	<u>Provide legal advice to enable informed and appropriate strategy to be adopted for maximising value of Council's property assets.</u>	Governance and Licensing Services	
Achieved	<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>	Governance and Licensing Services	Advice has been provided as and when required.
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	We have submitted a number of bids for funding sources during the year and will continue to do so in the next financial year. These have included bids for small revenue funding to undertake feasibility studies, and bids for large capital projects. We have had some success and are awaiting outcomes on some of these.
Variation	<u>Reduce the need for FOI requests by carrying through the Council's stated transparency aims</u>	Governance and Licensing Services	Increased resource with the Information and Complaints Team has meant a more robust recording of requests is in place. Previously requests to land charges were occasionally bundled together as one request skewing the overall number of requests. Since April 16 they are separately recorded meaning the overall number of FOI's this year has increased, although this is an artificial

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
			increase. It is viewed that the overall number of requests is similar to the previous year. Specific interest in major projects (relocation / Queens Drive) remain elevated and as these projects move forward the overall number of requests should reduce.
Achieved	<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	Assessment undertaken. Recommendation that AMP is updated.
Achieved	<u>Send out Viewpoint Survey, analyse results and work with management team to implement action plan</u>	Organisational Development	
Variation	<u>Taxi Licensing Policy development, consultation and approval</u>	Governance and Licensing Services	Policy is currently at open consultation phase which ends 24/04/17. Update will be provided at Licensing & Enforcement Committee on 17/05/2017 for consideration and approval.
On track	<u>To continue to promote local democracy through engagement with local councils and schools</u>	Governance and Licensing Services	Two successful sessions of political speed dating held at Kings School.
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>	Governance and Licensing 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	
Achieved	<u>To service any changes to the committee structure as agreed by Council from both legal and democratic services perspectives</u>	Governance and Licensing Services	
On track	<u>To undertake a systems thinking refresh of the development management and enforcement services to ensure that they provide the best quality customer service</u>	Planning Strategy and Development Management	Work has commenced on testing many of the new systems and processes albeit some of these require the setting up of tasks on Microsoft Enterprise which requires STRATA time currently devoted to global desktop roll out.
On track	<u>To work with neighbouring authorities to investigate closer working through partnership to deliver planning services in the</u>	Planning Strategy and Development Management	A joint team of officers working on the Greater Exeter Strategic Plan has now been established and is based in Exeter. 2 Members of the Planning Policy Team have now been seconded to this team.

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>future</u>		
On track	<u>Trial new flexi time policy in a key front facing service area</u>	Organisational Development	
Variation	<u>Undertake a Review of the process for writing the Local Plan in future</u>	Planning Strategy and Development Management	A proposal for bringing in the Planning Advisory Service (PAS) to undertake this work was presented to Scrutiny Committee but was not agreed.
Achieved	<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. We have recently audited progress to update the Transformation Strategy.
On track	<u>We will carry out a systems thinking review of all Environmental Health and car parking services.</u>	Env Health & Car Parks	We now view this as an ongoing exercise. We have considered demand in both EH and car parks workstreams and have already identified a number of areas where improvements to process could be achieved, these have already been implemented in the way in which we respond to complaints about noisy neighbours and the way in which we manage licences for Animal boarding, breeding, pet shops, zoos and riding establishments. We will implement further improvement in car parks management as soon as this can be supported by appropriate technology. We are in the process of a Strata led procurement exercise to allow car park customers across the three councils access to online case management and virtual parking permits which should simplify and speed up change transactions and significantly reduce paper and postage costs.
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	
Achieved	<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	Shared working practices with other south west based authorities through the Association of Chief Estate Surveyors. Shared valuation software with Exeter City Council. Joint working with Teignbridge District Council on property management software.
On track	<u>Work with Strata to scope workflows for electronic document management</u>	Organisational Development	

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>system for key HR processes</u>		
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 brought forward more quickly. We have been successful in bidding to the Homes and Communities Agency (HCA's) Capacity Fund and have received £224,000 to help to enable a more proactive approach to bringing forward housing sites in the Local Plan.

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Agenda Item 10**Scrutiny Committee****Scrutiny Committee Forward Plan 2017/18**

Date of Committee	Report	Lead
20 July 2017	East Devon Citizens Advice	
24 Aug 2017 (if required)	Service Lead Planning Strategy and Development Management report back on performance indicator queries and new working practices 1 st quarter performance management report	Ed Freeman
21 Sept 2017	Update on implementation of new Recycling and Waste Contract Complaints and FOI report	Andrew Hancock Henry Gordon Lennox
19 Oct 2017		
16 Nov 2017	2 nd quarter performance management report	
17 Jan 2018	Draft budget and service plans with Overview	
22 Feb 2018	3 rd quarter performance management report	
22 March 2018		
19 April 2018	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. These will be programmed in once PH posts are confirmed at Annual Council

Topics put forward for scoping on 9 May were:

- review of the procurement approach agreed by the Housing Review Board at their meeting of 9 March 2017;
- How sites are put forward for the Local Plan or for future plans, such as the GESP;
- Building regulation limits of internal room sizes; in particular for houses of multiple occupation;
- Multiple consultation examples had been considered previously by the committee, but the consultation process still remained a guide and not a policy;
- The role of the District Councillor in communication with local town or parish councillor in dissemination of information from a district level (as linked to consultation on changes in service provision or charges that impact at a local level).