

Agenda for Joint Overview & Scrutiny Committee

Wednesday, 17 January 2018, 9.00am



[Members of the Overview Committee](#)
[Members of the Scrutiny Committee](#)

Venue: Council Chamber, Knowle, Sidmouth, EX10 8HL
[View directions](#)

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- 1 Election of Chairman and appointment of Vice Chairman
- 2 [Public speaking](#)
- 3 Apologies
- 4 Declarations of interest
Guidance is available online to Councillors and co-opted members on making [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.

Matters for Debate

- 7 **Draft Revenue and Capital Budgets 2018/19**
 - a) Service Plans – [full service plans are available online](#), key objectives are included in pages 3 – 56;
 - b) Report on the draft budget proposed, as presented to Cabinet on 3 January 2018 (pages 57 – 69):
Including **Appendix 1** of special items **included** in the budget; and **Appendix 2** covering other proposals that **are not included** on the grounds that they are unaffordable;

Each committee is asked to specifically consider for recommendation the proposed increase in Council Tax for 2018/19 by £5 a year. This figure has been assumed for the draft budget, in line with the agreed Financial Plan;

- c) Draft Revenue Budget ([budget book available online](#));
- d) Draft Capital Budget ([budget book available online](#)).

Voting on any proposed recommendations will be conducted separately for each committee.

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[Decision making and equalities](#)

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Key Service Objectives from the Service Plans 2018-19

Countryside and Arts

Section 3 – Looking forward : what we will do in 2018-19 (service objectives)				
Key Service Objectives	Financial/ corporate resource	Lead Officers	Start date	End date
3) Delivering and promoting our outstanding environment				
1. Deliver Countryside outreach work programme within targeted housing tenanted communities across East Devon collaborating with Community Development Workers on outdoor learning, health & wellbeing outputs.	HRA/Countryside budget	Education Ranger	December 2017	On going
2. Co-ordinating with Active Devon, Led & Public Health Officer develop a programme of health walks, green gym project and GP referral scheme that helps to deliver the East Devon Public Health Plan through the Sport England Connecting Actively to Nature fund.	Sport England's Connecting Actively to Nature fund funds	Service Lead & Countryside Team Leader (People)	April 2018	Ongoing
3. Support the annual placement of at least one Trainee Ranger post as part of EDDC's commitment to apprenticeships.	Countryside budget	Service Lead	April 2018	Ongoing
4. Develop phase 2 of the Community Orchard project collaborating with Housing & Streetscene services that links to East Devon's Public Health Plan.	Countryside & Housing budget	Service Lead & Countryside Team Leader (People)	April 2018	Ongoing

5. Continue to ensure that high quality & accessible green space is being provided within Cranbrook as part of Phase 3 and the expansion areas plans and progress plans for the Resource Centre.	S106 funds	Service Lead, Cranbrook CP Ranger	April 2018	Ongoing
6. Develop a management proposal for Barratt Taylor Wilson and Cavanna Homes on the Tithebarn Lane development for the management of the newly created Minerva Country Park .	Estate Rent Charge fee	Service Lead	April 2018	Ongoing
7. Develop and submit a Wild Exmouth Heritage Lottery Fund bid for supporting volunteering, outdoor learning and public events programme on the town's LNRs and Valley Parks green spaces.	HLF & Countryside budget	Countryside Team Leaders (People)	April 2018	Ongoing
8. Habitat and species recording programme on LNRs to form part of the Team's annual monitoring and review process. Develop project work from state of the environment reports from the review work.	Countryside budget	Nature Reserves Ranger	April 2018	Ongoing
9. Deliver the new maths curriculum pack and assessment across East Devon schools that links the maths curriculum with the outdoor environment utilising EDDC LNRs as the learning resource area.	Countryside budget	Education Ranger	April 2017	Ongoing
10. Develop income through enabling staff to deliver chainsaw training to outside bodies, provide expert wildlife advice and other aspects as part of Transformation Strategy commitments.	Countryside budget	Countryside Team Leaders	April 2018	Ongoing
11. Roll out of upgrading all branding and interpretation panels on Seaton Marshes LNR and the Coastal Community Fund Seaton town brown signs initiative.	Countryside budget	Countryside Team Leaders	April 2018	Ongoing

Key Service Objectives from the Service Plans 2018-19 Countryside and Arts

12. Develop Tree Enforcement policy, trees website and new Eztreev software as part of the systems thinking redesign work.	Countryside budget	Service Lead & Snr Tree Officer	April 2018	Ongoing
13. Hillcrest and Exmouth GI proposals – as part of Valley Parks development	S106	Countryside Team Leaders	April 2018	Ongoing
14. THG to work with EDDC's Housing tenants to run an exhibition.	THG budget	THG Team	April 2018	Sept 2018
15. High profile exhibitions planned for 2018/19 to deliver footfall and income targets	THG budget	THG Team	April 2018	Ongoing
16. The delivery of the THG's outreach learning programme with funding from ACE	THG budget & external funds	THG Team	June 2017	June 2019
17. Delivery of 2 Museums at Night events – May and October	THG budget	THG Team	April 2018	Ongoing
18. Delivery of the Tesco's bags for life grant award on supporting workshops and enhancing the garden	Tesco's bag for life grant	THG Team	October 2017	October 2018
19. Enter the Family Arts Festival award and Devon Tourism award 2018.	THG budget	THG Team	April 2018	March 2019
20. Deliver targets set within the THG Business Survival Strategy on income, footfall and achieve budget.	THG budget	Service Lead & THG Team	April 2018	April 2019
21. Theatre to set review opportunities for improving the Arts Centre to increase income potential.	Manor Pavilion budget	Service Lead & Theatre Manager	April 2018	March 2019

Key Service Objectives from the Service Plans 2018-19 Countryside and Arts

22. Bring forward proposal for internet ticket sales system that works for the venue.	Manor Pavilion budget	Service Lead & Theatre Manager	April 2018	December 2018
23. Continue an ongoing working relationship with Immersion Theatre company to produce more high quality productions.	Manor Pavilion budget	Theatre Manager	April 2018	Ongoing
24. For all box office staff to promote face book and twitter in a much bigger proactive way.	Manor Pavilion budget	Theatre Manager	April 2018	Ongoing
25. Promote Theatre's page on trip advisor, through the What's On guides.	Manor Pavilion budget	Theatre Manager	April 2018	Ongoing
26. To increase and promote the Summer Season success, reaching new audiences.	Manor Pavilion budget	Theatre Manager	April 2018	Ongoing
27. Support the work of the East Devon 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.	AONB budgets	Service Lead & AONB Managers	April 2018	Ongoing
28. Continue to support the work of Villages in Action through its new delivery body Carne to Cove ensuring that East Devon's rural communities benefit from high quality cultural & artistic performances.	Arts Development budget	Service Lead	April 2018	Ongoing
29. Support work of the Arts & Culture Forum to scrutinise and implement the adopted EDDC Cultural Plan 2017-2022	Arts Development budget	Service Lead	April 2018	Ongoing

Key Service Objectives from the Service Plans 2018-19 Countryside and Arts

30. Support the delivery of EDDC Green Space Plan 2016-2026 and implementation of Corporate policies and ambitions through the GSP Implementation Group	Countryside, Streetscene budgets	Service Lead – Countryside & Leisure + Streetscene	April 2018	Ongoing
31. Develop closer collaboration between all Service areas with Led Outreach work areas to help deliver East Devon Public Health Plan targets e.g Sport England's Connecting Actively to Nature funds	External funds	Service Lead & Team Managers, EDDC Public Health Officer AONB + Led Outreach Officer	April 2018	Ongoing

Key Service Objectives from the Service Plans 2018-19 Countryside and Arts

Environmental Health and Car Parks

Section 3 – Looking forward : what we will do in 2018-19 (service objectives)				
Key Service Objectives	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging our communities to be outstanding				
1. We will deliver the outcomes described in our public health action plan by promoting the value of this work to other teams and inspiring suitable programmes across the council	Environmental Health Budgets	JG / AE / HW	1/4/18	31/3/19
2. We will review our procedures for dealing with complaints about nuisance neighbours and neighbours who are reporting anti-social behaviour. We aim to ensure that officer time is focused on helping both parties secure resolutions to enable them to co-exist together, thereby reducing the potential for costly and time consuming enforcement action.	Environmental Health Budgets	AE/JHW	1//4/18	31/3/19
3. We will continue to offer residents an affordable high quality pest control service to enable communities to prevent and control insect and rodent pest infestations.	Environmental Health Budgets and customer fees and charges	AE/JHW/IS	1/4/18	31/3/19
4. We will develop our protocols for investigating complaints about fly tipping and littering, and for issuing and enforcing fixed penalty notices. We will develop resources to inform and educate our communities and we will work with colleagues in Streetscene, with the aim of encouraging members of the public not to use unknown or unproven contractors for waste disposal.	Environmental Health Budgets	AE/JHW	1/4/18	31/3/19

Key Service Objectives from the Service Plans 2018-19 Environmental Health and Car Parks

2) Developing an outstanding local economy				
5. Our commercial premises team will explore the feasibility of offering a range of business advice and support services to local businesses. We will offer an enhanced food hygiene registration scheme to those businesses who would like consultancy time specifically dedicated to helping them improve their regulatory compliance generally and their food hygiene rating score in particular. We will market support package options (to include training, coaching and auditing) to newly registered businesses this year.	Environmental Health Budgets + customer fees and charges	AE/ALF	1/4/18	31/3/19
6. We will find innovative ways to promote inspection outcomes under the Food Hygiene Rating Scheme and to review the ways in which we draw attention to those outcomes. This will 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.	Environmental Health Budgets + customer fees and charges	AE/ALF	1/4/18	31/3/19
7. We will explore the potential benefits that might arise from working with other local authorities including Exeter City Council, Teignbridge District Council and Mid Devon District Council to deliver advice, support, training and auditing services to businesses across the region.	Contributions from businesses for providing charged-for services	AE/ALF	1/4/18	31/3/19
8. We will continue to review and simplify our pay and display car park tariff boards in the light of customer feedback. We will aspire to a single, familiar format with a clear EDDC brand.	Car Parks Management Budgets	AE/JC	1/4/18	31/3/19

Key Service Objectives from the Service Plans 2018-19 Environmental Health and Car Parks

<p>9. We will implement a new car parks management back-office management solution that will enable us to offer a more customer friendly and efficient service as customers will have an option of being able to make purchases, changes or to lodge appeals against penalty charges themselves online.</p> <p>This new system will incorporate new handheld devices which will make our service more efficient with real time uploads of permit details going out to the enforcement team and any penalty charge details downloaded and available to the customer online on the same day.</p>	Car Parks Management Budgets	AE/JC/CH	1/4/18	31/3/19
10. We will consult with our customers and stakeholders on a review of the type and charges for parking permits across East Devon. We will also consult on a simplified tariff for cash, card and parkmobile customers across all East Devon pay and display car parks.	Car Parks Management Budgets	AE	1/4/18	31/3/19
11. We will continue to provide a flow of relevant and timely health messages for our communities via increased use of social media	Environmental Health Budgets	AE/HW	1/4/18	31/3/19
12. We will continue to work with our Planning colleagues and with partners including Public Health England and Devon County Council's Public Health team to develop additional awareness around planning and health	Environmental Health Budgets	AE/HW/JHW	1/4/18	31/3/19
3) Delivering and promoting our outstanding environment				
13. We will continue to work in partnership with the Environment Agency to ensure that the public have access to good quality information allowing individuals to make informed decisions about swimming in East Devon's classified bathing waters.	Environmental Health Budgets	AE/JHW	1/5/18	30/9/18

14. We will monitor and report on levels of air pollution at relevant locations around East Devon. The recorded and predicted pollution levels will be compared to nationally accepted levels and if it is appropriate to do so, we will take further steps to secure air quality improvements via an action plan.	Environmental Health Budgets	AE/JHW/JS	1/4/18	31/3/19
15. We will design and implement a project to provide evidence to inform planning consultation responses and both strategic and development planning decisions in the area of the A3052/A376 major routes at Clyst St Mary. Data will be acquired describing traffic characteristics and air pollution indicators will be the basis of this evidence.	Special Budget item	AE/JHW/JS	1/4/18	31/3/19
16. We will work closely with our colleagues in Streetscene to ensure that we strive to maintain and improve the cleanliness and greenness of our car parks with optimised landscaping and tree planting and appropriate cleaning schedules.	Car Parks Management Budgets	AE/JC	1/4/18	31/3/19
4) Continuously improving to be an outstanding council				
17. We will work with our colleagues in the other Devon District Councils to develop a database of Environmental Protection pre-application information for planning applicants, working with the CIEH Devon branch Environmental Protection sub-group in order to produce consistent advice across the County.	Environmental Health	AE/JHW	1/4/18	31/3/19

<p>18. We will build upon our successes through 2017/18 to continue to deliver a robust corporate health and safety function. Our corporate safety team will continue to work closely with colleagues in Organisation Development and with SMT to provide professional advice, support and reassurance to the organisation in terms of workplace health and safety compliance and to identify and reward good practice.</p> <p>We will continue to work with colleagues from Strata, Exeter City Council and Teignbridge District Council to explore the possibility and feasibility of achieving efficiency savings and quality benefits by delivering some of these services on a shared basis across the three authorities.</p>	Environmental Health and Car Parks Management Budgets	AE/ALF	1/4/18	31/3/19
<p>19. We will continue to explore opportunities to develop our car park portfolio and actively seek to develop our offer with the possibility of acquiring additional sites where appropriate to better support the needs of our communities, our local businesses whilst also enabling this Council to get good value for money from its car parking assets.</p>	Environmental Health and Car Parks Management Budgets	AE / JC	1/4/18	31/3/19
<p>20. Our Environmental Health professionals will work with our licensing and Streetscene teams to develop East Devon protocols for the assessment, inspection and proper regulation of events taking place in East Devon, both on land owned and managed by the Council and on other land.</p>	Environmental Health Budgets	AE/ ALF/JHW	1/4/18	31/3/19
<p>21. We will establish, coordinate and Chair a series of East Devon Safety Advisory Group meetings in 2018. We promote the work of the group and ensure that it is accessible via our website. We will invite event organisers to attend along with regulators including the police, fire service, ambulance service and Highways Authority.</p>	Environmental Health Budgets	AE/ALF	¼/18	31/3/19

22. The way in which our customers pay for their parking is evolving. We have very recently introduced a contactless card payment option in some of our car parks alongside the more established chip and pin card payments and payments by mobile phone options that have been in place for some time. Payments by cash are still accepted and of course pre-purchase of a permit on line or by post in a popular option. All of the payment systems have advantages and disadvantages including ease of use and costs to the Council. We will produce a report with recommendations for consideration of the way forward including opportunities for incentivising our preferred options.	Car Parks Management Budgets	AE/JC	1/4/18	31/3/19
23. We will invite expressions of interest in temporarily using car parking areas for other activities including (but not limited to) markets, entertainment such as a drive-in cinema, classic car shows and other events at times and in locations when the space isn't needed for car parking to support the needs of local communities and businesses.	Car Parks Management Budgets	AE/JC	1/4/18	31/3/19
24. We will work in partnership with Devon County Council to offer an Exmouth pilot for allowing people with motorhomes and campervans to stay in off-street car parks close to where they want to be without occupying on-street seafront car parking spaces to the detriment of the local environment and the amenity of the area,	Car Parks Management Budgets	AE/JC	1/4/18	31/3/19

Are there any objectives outlined for your service ion the current Council Plan (2016-2020) which cannot be achieved or which have changed				
<p>25. Priority 1 – “Encouraging communities to be outstanding” includes a commitment to focus on...”Improved health and wellbeing of people living in our communities through sport, exercise and making the most of the outdoors and through a variety of cultural and leisure activities... (and) Healthy communities, with reduced preventable ill health through public health interventions.”</p> <p>At present we have not been able to identify a budget to retain our public health projects officer and I need to flag up the importance of that job role in providing the inspiration and maintaining that focus.</p>	Special budget item	JG/AE/HW	1/4/18	31/3/19

Streetscene

Section 3 – Looking forward : what we will do in 2018-19 (service objectives)				
Key Service Objectives	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging our communities to be outstanding				
1. 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, link with the health and wellbeing agenda to maximise opportunities for health in the environment.	General fund (may provide modest income)	Parks Improvement Officer	2016	Ongoing
2. Green Space Plan, Formal and informal green space policy 2 - Our aim is to ensure that there is a good quality formal green space which offers a range of facilities, accessible to all members of the community within reasonable walking distance in our towns. We also want to ensure that all communities have access to informal open space within a reasonable walking distance. This is very important to link with health and wellbeing aims and provide free at point of access quality green spaces to help enhance resident and visitors opportunities for health in our outstanding environment.	General fund, & possible capital investment (as yet unknown).	Parks Improvement Officer	2018	2019 Timeframe dependant on categorisation of sites work.

2) Developing an outstanding local economy				
<p>3. Review the council's event management resource, with potential recruitment of an Events Officer who would be able to actively market our spaces, assist in arranging events and improve the range of attractions of our areas for residents and tourists.</p> <p>Further review and improve our events booking procedure, to make it customer friendly, streamlined and linked across the council; and tie it in with the new Street Trading Consent process.</p> <p>Complete the development of a package of increased events charges across our assets to generate a better income whilst balancing this with encouraging our communities to be outstanding.</p> <p>Actively market our spaces for events, assisting with the organisation of large co-hosted events on our land to ensure they are successful.</p> <p>Arrange and promote events packages/marketing to include the following, key sites such as Connaught Gardens would be closed and rented out for a function, charges would be in line with private sector:</p> <ul style="list-style-type: none"> • <i>Prime park wedding use, including registering structures for ceremonies.</i> • <i>Procurement of big screen for use at outdoor events; wimbledon, football tournaments and music events, proms in the park.</i> • <i>Christmas markets</i> • <i>Music festivals/concerts</i> • <i>Food fairs</i> • <i>Beach volleyball / surf lifesaving championships</i> • <i>Open air cinema</i> 	General Fund	Area Manager West & Business Support Officer – Events	12/2017	Ongoing
	New Events Officer post or similar			
	£100k from capital reserve	Service Lead – StreetScene, Area Manager West	12/2017	06/2018

Key Service Objectives from the Service Plans 2018-19 Streetscene

<p>4. Complete a review of district wide public toilet provision and report to the 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.</p> <ul style="list-style-type: none"> - Consultation with town and parish councils on potential alternative uses. 	General Fund	Service Lead - Streetscene	02/2016	04/2019
			04/2018	
<p>5. Charging developers for the provision of household recycling and waste receptacles; following investigation into charges for new builds and replacements, progress the policy change to introduce charges for new build properties only which should be levied at the property developer.</p>	General Fund	Recycling & Waste Contract Manager	05/2018	09/2018

3) Delivering and promoting our outstanding environment				
<p>6. Council Promise - Continue to be in the top ten areas in the country for producing the lowest amount of residual waste (waste that goes to disposal or EFW) and aim to have a recycling rate of at least 50 percent (striving towards 60%) by developing and implement programme of improved recycling rates and reduced disposal through:</p> <ul style="list-style-type: none"> - Participation project, focussing on areas with lower recycling participation, - Promotions – zero waste/roadshows, and education – schools, residents. - Support ‘Love food hate waste’ and other campaigns; - Producing an updated suite of waste minimisation information and recycling participation leaflets and using these with targeted publicity campaigns and social media to improve participation and reduce waste sent for disposal; - Work with our collection partner to further improve participation through recycling initiatives and incentive schemes; - Engage with Towns, Parishes, Community Groups and our Recycling Champions to promote recycling; 	General Fund	Service Lead – Streetscene / Recycling & Waste Contract Manager	01/2014	Ongoing
<p>7. Plan and implement a district wide chargeable green waste collection service.</p> <p>The service should;</p> <ul style="list-style-type: none"> • be provided district wide • be a chargeable service • be profitable • be delivered by the partnership to commence spring 2018 	General fund & capital financing of vehicles.	Recycling & Waste Contract Manager	07/2017	06/2018

8. Council Promise - Continue to deliver street cleansing and grounds maintenance services that meet residents' expectations and keep satisfaction high; continuing to provide an outstanding environment for our residents and one which will continue to encourage visitors to visit our district and improve investment by business in our area.	General Fund	Service Lead – StreetScene & Area Managers	04/2016	Ongoing
9. Continue to work closely and in partnership with the Environment Agency and Devon County Council to progress flood alleviation and coastal defence projects across the district.	General fund	Engineering Projects Manager	07/2017	Ongoing
10. Asset mapping & condition survey Following the completion of the digital mapping of our assets and drafting of an asset inspection protocol; <ul style="list-style-type: none"> - Complete the prioritisation of first sites to be inspected and undertake these condition surveys. - Finalise the program for ongoing inspections plan and implement a programme of scheduled asset inspections. - Complete and adopt the asset inspection protocol. - Plan a proactive maintenance budget from the inspection information. Procedure to include method for keeping the mapping data current and also how it will link to a software system to track condition and maintenance (such as Uniform).	Engineers & possibly asset register /inspection software - Uniform Asset inspection MX app. – yet to be built. Implications for inspection staffing.	Engineering Projects Manager	12/2017	04/2018 Then inspections ongoing as per procedure.

<p>11. Feniton flood alleviation scheme</p> <p>Following the successful tender and risk reduction work for Phase 3 – the under track crossing – deliver this phase and Phase 4 to complete the Feniton flood alleviation scheme.</p> <p>Tender phase 4 works in early 2018 for completion by 2019/20.</p>	<p>Around £1.6 million scheme, funding from EA, partners and general fund.</p>	<p>Engineering Projects Manager</p>	<p>01/09</p>	<p>12/2019/20</p>
<p>12. Whimble Flood Alleviation Scheme</p> <p>Appoint a consultant to prepare design and build tender; and contract early 2018, for completion of flood relief culvert by end of 18/19 financial year.</p>	<p>Around £1.2million scheme, funding from EA, DCC and capital.</p>	<p>Engineering Projects Manager</p>	<p>03/18</p>	<p>03/19</p>
<p>13. Work with partners and stakeholders to secure funding for the production of a beach management Plan for Budleigh beach, and plan for 5 yearly updates for all beach management plans.</p> <p>Submit scope of plans to EA for addition to the MTP and try to access FDGiA (flood defence grant) funding for production of plans and future management works or defences which result.</p> <p>Consult with local users/stakeholders and fishermen to understand what is happening to the beaches and how this affects their use.</p>	<p>Around £80K for each plan.</p> <p>Further funds for physical works, as yet unknown.</p>	<p>Engineering Projects Manager & Service Lead - Streetscene</p>	<p>08/2013</p>	<p>Ongoing</p>

<p>14. Develop a Beach Management Scheme for Sidmouth (based on the recommended option from the Beach Management Plan) for submission to Environment Agency for approval and access to FDGiA (flood defence grant) funding.</p> <ul style="list-style-type: none"> - Submit Outline Business Case to EA mid 2018 for approval of DEFRA funding. - Permissions (land and marine based planning) to follow on, with works to be tendered to start in 2019 subject to partnership funding. 	To be confirmed following confirmation of scope and budget allocations	Engineering Projects Manger	03/17	2019/20 08/2019 OBC submission
<p>15. Seaton Beach Management Plan (BMP) to complete production of a beach management plan for Seaton beaches from Seaton Hole to Axmouth Harbour which will produce options and costs to manage the risk of coastal flood and erosion over the next 5 years.</p>	£15k from General Fund and approximately £50k further funding from DEFRA	Engineering Projects Manager	03/17	03/18
<p>16. Seaton Beach Management Scheme to produce the outline design, environmental impact assessment and outline business case to reduce the risk of erosion between Seaton, and Seaton Hole.</p> <p>Consideration of acceleration of works to line up with Sidmouth scheme and make efficiencies in construction.</p>	£125k capital funding (recoverable on approval of OBC)	Engineering Projects Manager	04/18 (consideration to be given to accelerate this work)	03/19 (OBC submission, possible acceleration)

17. Continue to work with the EA and other partners to deliver the Exmouth Tidal Defence Scheme ; providing improved protection to storm surge and coastal flooding for the seafront properties in the Morton Crescent to Camperdown area of the town.	Contributions in kind of our technical support and use of our land and assets valued at circa £500k	Engineering Projects Manager	03/2017 Construction start up meeting 10/2017	Substantial completion 04/2020
18. Green Space Plan Review our green and open spaces through implementation of our adopted Green Space Plan <ul style="list-style-type: none"> - Corporate Green Space policy 1 – Survey, plot and categorise all council managed green/open space across the district (including housing land, and allotment sites); assess sites based on a range of criteria including; strategic importance, accessibility, alternative or additional use, levels of use, amenity value, ability to protect our outstanding environment and cost. Identify which sites are suitable for retention, community transfer or disposal taking into account our corporate policies, our Local Plan and open space study. 	General Fund	Parks Improvement Officer / Service Lead - Streetscene	12/2017	12/2018
19. Green Space Plan – Corporate Green Space policies 1-7. As listed in the GSP begin work on implementing these objectives through the Green Space Plan implementation group.	Unknown	Parks Improvement Officers / Strategic Lead & Service Lead	07/2017	Ongoing

20. Green Space Plan - Formal and informal green space policy 1 - Ensure entry points and boundaries will be enhanced where necessary using the corporate branding for East Devon owned sites across the district to improve the welcome to the space.	General fund	Area Managers	04/17	Ongoing
21. Green Space Plan - Formal and informal green space policies 3 – 8 Implement these by embedding them in normal management practices once GSP has been adopted.	General fund	Area Managers	01/2017	ongoing
22. Phear park managed parking area – Now a budget has been secured complete the construction of the Phear Park parking area, along with parking controls through the rest of the park; controlling parking and improving access whilst providing a small income.	£15k from general fund for provision and around £2000 per year for management.	Parks Improvement Officer	12/16	06/18
23. Once the design for the free play element of Queens Drive is clear progress 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.	£106 or funding as yet to be identified	Area Manager West / Parks Improvement Officer	04/16 On hold pending Queens Drive detailed design	2019

<p>24. Seaside Awards and Blue Flag - Following this year's Excellent water quality results at all of our beaches; apply for Blue Flag at Exmouth and Seaside awards at other locations (Exmouth for Blue Flag as we have the appropriate infrastructure and education to meet the criteria).</p> <p>We will apply for the following; 2018 Seaside award Exmouth and Seaton, 2019 Seaside award Sidmouth and potentially Budleigh, 2020 Blue flag Exmouth.</p>	General fund	Beach Safety Officer	12/2017	2020
<p>25. Apply for Green Flag awards at Connaught Gardens and Manor Gardens; in addition to these, progress applications at other sites such as The Glen Honiton and Seaton Seafeld Gardens. These serve as quality marks of the standard of open space we provide.</p>	General fund	Parks Improvement Officers		
<p>26. Actively pursue sponsorship and advertising opportunities for planting features and street furniture to help cover the costs of planting and maintenance.</p> <p>For example planters at Mamhead slipway to feature sponsorship from local marine related companies</p>	Income	Parks Improvement Officers	09/2017	Ongoing
<p>27. Linking with our recently adopted Green Space Plan, complete the update of our Play Strategy to improve outdated sites, ensure appropriate provision and introduce play space and 'play along the way' micro parks. Include in the strategy a rolling maintenance and refurbishment programme for our existing sites and plan in the use of s106 funds for these and ongoing maintenance where possible.</p> <p>Implement GSP Children & Young People's space policies 1-4.</p>	General fund S106	Senior Engineer	12/17	Adoption 04/18

<p>28. Build on the outline draft Beach Amenity Development plan to provide a comprehensive plan to improve our beach amenity within existing resources; or seek external funding or income generation to build on what we have.</p> <p>The plan will detail how we can better manage our beach amenity asset, and how we can improve it for the future and will link to the Green Space Plan Beach & Foreshore policies 1-8, and Beach Management Plans (where appropriate).</p>	General fund	Beach Safety Officer (Beach Safety Officer post filled from June 2017)	07/17	06/2018
<p>29. Axmouth Harbour Port Marine Safety Code and safe systems of work – review the draft code in consultation with the Harbour Management Company and adopt a PMSC so that we meet our statutory duties.</p>	General fund	Beach Safety Officer	10/2017 Draft by 12/2017	04/2018
<p>30. Kerswell – work with Parish Council, and Devon County Council to reduce the risk of flooding using catchment management measures.</p>	General Fund	Engineering Projects Manager	03/17	09/18
<p>31. Cliff Safety Works Beer – undertake capital maintenance of catch fences and other cliff stability measures on cliffs at East end of Beer Beach</p>	Capital	Engineering Projects Manager	03/18	06/18
<p>32. Cliff Safety Works Sidmouth – undertake capital maintenance of parapet walls adjacent clock tower café, and other cliff stability measures on cliffs adjacent to Connaught Gardens</p>	Capital	Engineering Projects Manager	03/18	06/18
<p>33. Coastal Change Management Areas – work with planning policy team to produce evidence base for CCMA to guide planning policy in areas subject to coastal change.</p>	General fund	Engineering Projects Manager	Timescale as per planning	

<p>34. Knowle Depot to Manstone relocation & improvement.</p> <ul style="list-style-type: none"> • Complete the relocation of the gardener's depot offices from Knowle (Streetscene operations East HQ) to Manstone depot. • Once the office is located there, plan works to ensure the waste segregation and treatment meets EA requirements. Undertake other improvements required to update the site, making it a fit for purpose depot base for operations east into the future. • Implement the same principles used at Camperdown to make the whole environment flexible and accessible with touchdown spaces for collaborative working. Formalise the ability for services to use our touchdown space. 	Relocation budget & general fund	Service Lead - Streetscene & Area Managers	01/15	12/18 Must fit with timescale for main office relocation.
<p>35. Investigate and produce Council wide leaflet/who to call 'business card/fold out' to highlight and educate communities to what we do, what others do and how they can help themselves. Cross department effort to support communities.</p> <p>Decide what focussed messages and comms work we can deliver across the board – help corporately to get the 'difficult messages' across. Pride in the area. How can we work with DCC to get these messages out there for example – community flood/snow warden?</p>	General fund	SMT+	04/17	04/18 No progress – could we add this to OD service plan Karen?

<p>36. The recycling and waste collection service continues to grow in size and complexity (see section 3a).</p> <p>To meet these demands the service needs to continue to modernise and examine the model by which it is delivered. It is felt a model which co-locates the key activities and combines customer contact with operational decision making and response may be the means to manage the on-going changes with minimal cost increases, making delivery more effective.</p> <p>Analyse and plan for co-location of the teams delivering the recycling & waste service; combining key activities and customer contact with operational decision making, utilising an operations hub model.</p> <p>Following systems thinking analysis (section 7).</p>	Unknown	Recycling & Waste Contract Manager / Service Lead - StreetScene	04/2018	04/2019
<p>Are there any objectives outlined for your service in the current Council Plan (2016-2020) which cannot be achieved or which have changed</p>				
<p>37. Council Promise - Undertake more detailed planning across the district in partnership with Devon County Council to enable us to deal with extreme flooding events and ensure that the appropriate flood defences are delivered such as the scheme at Feniton. Produce a 6year plan to link into both the EA 6 year plan and DCC's action plans.</p> <p>We have changed this to continuing to work closely with the EA and DCC. DCC as the lead local flood authority is the proper body to make plans in respect of flood alleviation, our role is to align our efforts with this rather than produce duplicate plans.</p> <p>Investigating possibility of a review of the 2012 flooding as an EA funded partnership project.</p>				

Housing

Section 3 – Looking forward : what we will do in 2018-19 (service objectives)				
Key Service Objectives	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging our communities to be outstanding				
Providing Homes				
1. We will work towards having no homeless individuals or households.	General Fund budget	Andrew Mitchell & Danielle Furzey	Ongoing	
2. We will work to make sure that our system for bidding for housing, Devon Home Choice, is constantly reviewed and updated.	General Fund budget	Andrew Mitchell & Paul Lowe	Ongoing	
3. We are setting up a new housing company to expand our offer of housing into a range of tenures.	Business Plan agreed	John Golding	Ongoing	
4. We will work with local communities especially in rural areas to provide more community led affordable housing.	Section 106, Community Infrastructure Fund	Andrew Mitchell & Paul Lowe	Ongoing	

Key Service Objectives from the Service Plans 2018-19 Housing

5. We will continue to use Right to Buy receipts and Housing Revenue Account reserves to purchase ex-council and other similar properties to add to our existing council stock.	Housing Revenue Account (HRA)	Andrew Mitchell & Paul Lowe	Ongoing	
6. We will work in partnership with our colleagues and other organisations (to deliver our Housing Strategy).	HRA and General Fund budgets	Housing Service Management Team	Ongoing	
Improving homes as a landlord 7. We will ensure that we have a repairs service which is forward thinking and meets tenants' aspirations.	HRA	Amy Gilbert-Jeans	Ongoing	
8. We will continue to improve our existing stock through difficult financial times, constantly demonstrating transparency and value for money.	HRA	Amy Gilbert-Jeans	Ongoing	
9. We will continue to make sure all our properties (and where appropriate private sector homes) are safe, meet all health and safety requirements and comply with all relevant legislation.	HRA and General Fund	Amy Gilbert-Jeans & Meryl Spencer	Ongoing	
10. We will continue to increase our range of digital technology and telecare devices to meet individuals' needs.	HRA & General Fund	Sue Bewes & Sue Hodges	Ongoing	
11. We will actively involve tenants in all aspects of the service following the Tenant and Council Partnership Statement & Resident Involvement Strategy.	HRA provision	Sue Bewes & Jane Reading & Charles Derry	Ongoing	

Improving homes within the private sector 12. We will continue to improve housing standards within the private sector across the district.	General Fund	Meryl Spencer	Ongoing	
13. We will enable people to stay in their own homes for longer. We will enable people to stay in their own homes for longer.	General Fund and Better Care Fund	Meryl Spencer	Ongoing	
Improving our communities 14. We will work in partnership with support agencies and other groups to improve the lives of all residents across the district.	Housing Revenue Account (HRA) and General Fund	Housing Service Management Team	Ongoing	
15. We will organise events to build relationships with and earn the trust of residents living on our estates.	HRA	Sue Bewes	Ongoing	
16. We will work to make residents feel safer in their own communities.	HRA	Housing Service Management Team	Ongoing	
17. We will work to tackle fraud of all kinds; the harm caused by fraud is not just financial – it damages local people and communities, and denies people a home of their own.	HRA	Sue Bewes & Andi Loosemore	Ongoing	

2) Developing an outstanding local economy				
18. Supporting local businesses through spending locally, where procurement rules permit.	HRA	Amy Gilbert-Jeans & Sue Bewes	Ongoing	
19. Undertaking training and mentoring of staff.	HRA	Housing Service Management Team	Ongoing	
20. Supporting Early Help and helping people into work.	HRA	Sue Bewes	Ongoing	
21. Maintaining effective rent management assisted through the provision of free independent financial advice to optimise tenant's household income.	HRA	Sue Bewes & Andi Loosemore	Ongoing	
22. Supporting apprentices and work experience opportunities.	HRA	All	Ongoing	
23. Developing the SWITCH job club preparing more young people for work.	HRA	Sue Bewes & Jane Reading & Charles Derry	Ongoing	
3) Delivering and promoting our outstanding environment				
24. Promoting Community Orchards and tenants accessing the countryside through partnership working with Countryside and Leisure.	HRA	Sue Bewes & Jane Reading & Charles Derry	Ongoing	

25. Promoting and installing energy efficiency measures in Council properties and the private sector.	HRA /General Fund	Amy Gilbert-Jeans & Meryl Spencer	Ongoing	
26. Monitoring and helping to improve the carbon footprint of our contractors.	HRA	Amy Gilbert-Jeans	Ongoing	
27. Rolling out of mobile/flexible working reducing our carbon footprint.	HRA /General Fund	All	Ongoing	
28. Maintaining and continuing to meet the professional development requirements of professional and technical staff.	HRA /General Fund	All	Ongoing	
29. Continuing rollout of digital technology and mobile working, including the OpenHousing housing management software and the Uniform system and webpages.	HRA /General Fund	All	Ongoing	
30. Promoting a zero tolerance approach to all areas of health & safety compliance in respect of housing assets.	HRA	Amy Gilbert-Jeans	Ongoing	

Finance

Section 3 – Looking forward : what we will do in 2018-19 (service objectives)				
Key Service Objectives	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging our communities to be outstanding				
1. Prepare report to SMT & Cabinet on Universal Credit implications for East Devon Residents, the Council and the Housing Benefit Team.	Existing funding and resources will be directed to this area	Revenue & Benefits Service Lead	Sept 2018	Dec 2018
2) Developing an outstanding local economy				
2. To hold a Procurement awareness day for existing and potential suppliers of the Council and to provide details and training on using the e-tendering portal in order to tender for work with the Council.	Existing funding and resources will be directed to this area	Strategic Lead Finance	-	To be delivered in 2018/19
3. New Procurement Strategy to adopted by Council	As above	Strategic Lead Finance		To be delivered in 2018/19

Key Service Objectives from the Service Plans 2018-19 Finance

3) Delivering and promoting our outstanding environment				
4. Set up process and procedures to be able to deal with the implementation and operation of the new Green Waste Scheme.	Existing funding and resources will be directed to this area	Customer Service Centre Manager	Started	Scheme roll out due to start May 18
4) Continuously improving to be an outstanding council				
5. Ensure the Council agree a Strategy to develop balanced budgets through the life of the existing Financial Plan 2018/19 – 2027/28	Existing funding and resources will be directed to this area	Strategic Lead Finance	Started	Sept 2018
6. Prepare 2017/18 Accounts to an appropriate standard that requires no additional audit days. Accounts to be completed by end of May 18 – this being a month earlier in accordance with the new statutory deadline.	As above	Financial Services Manager	Started	May 2018
7. Corporate Fraud & Compliance – Undertake 2 service reviews and present findings to SMT.	As above	Revenues & Benefits Service Lead	-	In 2018/19

Key Service Objectives from the Service Plans 2018-19 Finance

8. Encourage customers to use online services to release capacity in teams to deal with other demands (clear measures to be agreed).	Existing funding and resources will be directed to this area	Revenues & Benefits Service Lead & Customer Service Centre Manager	Started	In 2018/19
9. Ensure Business Rate income is maximised – review processes and procedures ensuring all assessments are captured and correct sums are charged.	As above	Revenues & Benefits Service Lead	Started	In 2018/19
10. Working with other areas of the Council to bring aspects of service delivery within the CSC team to give better customer service and great capacity/savings in those areas – ensuring services can be offered online as a first priority.	As above	Customer Service Centre Manager	Started	In 2018/19
11. Prepare report for SMT and Cabinet on the implications and proposals of Land Registry managing property searches	As above	Economy Practices Manager	-	In 2018/19
12. Land charges to complete scanning and data checking to ensure ready for move to Honiton	As above	Economy Practices Manager	Started	Sept 2018

Key Service Objectives from the Service Plans 2018-19 Finance

13. Housing Benefits to complete scanning of files to ensure ready for move to Honiton	Additional costs being met from savings	Revenues & Benefits Service Lead	Started	Sept 2018
Are there any objectives outlined for your service ion the current Council Plan (2016-2020) which cannot be achieved or which have changed				
None				

Governance & Licensing

Section 3 – Looking forward : what we will do in 2018-19 (service objectives)				
Key Service Objectives	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging our communities to be outstanding				
1. Continue to secure affordable housing (and other planning benefit) through planning and property transactions.	Service budget	HGL / AW	Started	Ongoing
2. 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	Service budget	HGL / AW	Started	Ongoing
3. Deliver licences and consents in accordance with the revised Licensing and Gambling Policies and enforce where necessary.	Service budget	HGL / Licensing	Started	Ongoing
4. Advise on legal strategy / implementation of major projects (including regeneration) and related processes (internal with external resource where required).	Service budget	HGL / Legal Team	Started	Ongoing
5. Provide governance advice and support for any devolution deals or further joint committees that may come forward.	Service budget	HGL / SH	Started	Ongoing
2) Developing an outstanding local economy				
6. Ensure effective implementation of the new Street Trading regime	Service budget	HGL / Licensing Manager	Started	Ongoing

Key Service Objectives from the Service Plans 2018-19 Governance & Licensing

3) Delivering and promoting our outstanding environment				
7. Provide governance support / advice for the new Joint Habitats Committee	Service budget	HGL / SH	Started	Ongoing.
4) Continuously improving to be an outstanding council				
8. Reduce FOI requests (non-land charges related) by carrying through the Council's stated transparency aims.	Service budget	HGL	Started	Ongoing
9. Ensure all FOI requests / complaints are responded to within stipulated timescales but with aim of responding significantly quicker on average.	Service budget	HGL	Started	Ongoing
10. Continue to provide governance advice (especially in relation to new corporate projects) to ensure effective corporate decision making	Service budget	HGL	Started	Ongoing
11. Continue to provide an integrated interdisciplinary legal service for major projects – including office relocation and regeneration projects.	Service budget	Legal team	Started	Ongoing
12. Continue to progress the Council's transformation & mobile working strategies across the service (including use of mobile devices where appropriate).	Service budget	HGL / AW / SH / Licensing Manager	Started	Ongoing
13. Deliver service efficiencies and improvements through the application of Systems Thinking principles and ensure that we do 'what matters' for our customers including engaging with other services who are carrying out reviews to enable holistic approach.	Service budget	HGL / Service managers	Started	Summer 2018
14. Provide legal advice to enable an informed and appropriate strategy to be adopted and implemented for maximising the value of the Council's property assets.	Service budget	HGL / AW	Started	Ongoing

Key Service Objectives from the Service Plans 2018-19 Governance & Licensing

15. 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.	Service budget	HGL / Service managers	Started	Ongoing
16. Provision of strategic legal advice on policy implementation at senior officer / Cabinet briefing level including inputting into and commenting on reports as appropriate.	Service budget	HGL / Legal Team / SH	Started	Ongoing
17. Maximise recoverable legal fee income with review of fees and charges	Service budget	HGL / Legal Team	Started	Ongoing
18. To continue to promote local democracy through engagement with local councils and schools.	Service budget	SH / Democratic Services	Started	Ongoing
19. To service any changes to the committee structure as agreed by Council from both legal and democratic services perspectives.	Service budget	HGL / SH / Democratic Services	Started	Ongoing
20. New combined Cemeteries Regulations preparation, consultation and approval by Council (for all 3 council cemeteries)	Service budget	HGL / Licensing Manager	Started	Summer 2018
21. Review the number of Licensing pages on the website	Service budget	Licensing Manager	March 2018	Summer 2018
22. Implement a virtual Deed Room to improve efficiency within the Service and across the Council	Service budget	HGL / Legal Team	Started	Autumn 2018
23. Continue to develop and progress Member development programme	Service budget	SH / Democratic Services	Started	Ongoing

Key Service Objectives from the Service Plans 2018-19 Governance & Licensing

24. Review Member Welcome programme from 2015 and prepare new Welcome programme for 2019 elections	Service budget	SH / Democratic Services	Spring 2018	Spring 2019
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Key Service Objectives from the Service Plans 2018-19 Governance & Licensing

Organisational Development and Transformation

Section 3 – Looking forward : what we will do in 2018-19 (service objectives)				
Key Service Objectives	Financial/ corporate resource	Lead Officers	Start date	End date
Continuously improving to be an outstanding council				
<p>1. Support to moving and improving project including:</p> <ul style="list-style-type: none"> • WorkSmart Workshops to engage staff in new ways of working. • Change management training for staff. • Client sponsor for Strata in relation to telephony roll out to the rest of the Council. • 121 consultation for all those relocating to Honiton. • Collating details of special requirements for workstations. • Provision of WorkSmart data to IT and Relocation Team outlining workstyle of every member of staff as well as mileage cost projections. • Development of welcome to Honiton pack detailing information across HR, Strata, H&S, Property Services and Car Parking. • Internal and external communication in support of our move. • Workshops to understand issues remaining following relocation. 		Karen Jenkins	April 2018	April 2019
2. Deliver new intranet and content for staff		Jo Avery/Karen Jenkins	April 2018	April 2019

Key Service Objectives from the Service Plans 2018-19 Organisational Development and Transformation

3. Review and make recommendations in relation to essential user allowance with a view to achieving savings as outlined in the Transformation Strategy. Implement following negotiation with UNISON.		Karen Jenkins	April 2018	April 2019
4. Produce gender pay gap data in accordance with legislation		Terry Wilson	April 2018	April 2018
5. Refresh and review the Council Plan with Members and incorporating feedback from Overview Committee.		Karen Jenkins/SMT	April 2018	June 2018
6. Develop consultation with SMT and carry out Residents' Viewpoint Survey. Develop action plan with SMT following feedback/results.		Karen Jenkins/Jamie Buckley	May 2018	
7. Develop communications team remit through business case for digital platform and recruitment of Digital Communications/Digital Services Officer.		Karen Jenkins	April 2018	April 2019
8. Update key employment policy for EDDC and Strata in relation to legislative changes and reviews required.		Karen Jenkins Jenny Summers Caroline Hall	April 2018	April 2019
9. Develop Council jobs website to ensure we can attract talent and make the process for applying for a job as easy as possible.		Karen Jenkins/Sarah Vincent/Strata	Ongoing	April 2018
10. Strata client function to ensure that IT delivery into the Council is the right IT, in the right place at the right time		Karen Jenkins	Ongoing	ongoing

11. Develop and implementing communication and consultation strategies for key regeneration projects		Alison Stoneham/Richenda Oldham/Jamie Buckley	Ongoing	Ongoing
12. Building social media skills across the organisation and members and keeping these current		Richenda Oldham	Ongoing	Ongoing

Economy & Regeneration

Section 3 – Looking forward : what we will do in 2017-18 (service objectives)				
Key Service Objectives	Financial/ corporate resource	Lead Officers	Start date	End date
2) Developing an outstanding local economy				
1. Continue to progress the Queen's Drive redevelopment opportunity in Exmouth. Undertake visioning exercise for Phase 3. Identify and procure temporary operators for the site from Easter 2018. Commence delivery of road and car park (Phase 1).	Regeneration	A Hayward	04/2018	03/2019
2. Commission an Axminster town centre study to identify development opportunities and a mechanism for delivery.	Regeneration	A Hayward	04/2018	03/2019
3. Port Royal – to take forward this redevelopment opportunity, building on the findings of the Scoping exercise by working with Sidmouth Town Council and taking forward further feasibility work and identifying a delivery strategy for redevelopment.	Regeneration	A Hayward	04/2018	03/2019
4. Pursue the delivery of work space for local micro and SME businesses. This will be through planning support and advice, in negotiation with developers and via both internal and external funding. This will include promoting: <ul style="list-style-type: none"> • East Devon Business Centre, Phase 3 extension, Honiton • Development of renovated B1, B2 workspace at the former Ceramtec site, Colyton 	Economic Development	R Murray	04/2018	03/2019

5. Ensure the completion of a feasibility report (to include a survey of local business demand) for workspace at Cloakham Lawns, Axminster	Economic Development	R Murray	04/2018	03/2019
6. Complete an initial feasibility and market demand review for potential modular employment unit provision in Exmouth.	Economic Development	R Murray	04/2018	03/2019
7. Support to small and start up business through the proactive management and improvement of East Devon Business Centre. This will include mitigating any adverse impact of new HQ construction on room booking and tenancy income.	Economic Development	R Murray	04/2018	03/2019
8. Completing and implementing a Business Plan on behalf of the EHOD Economic Partnership for Economic Development support to GESP, based on a clear schedule of requirements. This will include representation at HELAA Panel meetings.	Economic Development	R Murray	04/2018	03/2019
9. Business Transformation: Ongoing referral and monitoring of assistance provided to new and growing businesses through the funded Growth Support Programme (GSP) and the specialist support to agri businesses and potential LEADER applicants to maximise funding secured by rural organisations.	Economic Development	R Murray	04/2018	03/2019
10. Inward Investment: To establish a central monitoring system to ensure both full recording (on the EHOD CRM) and timely response to all enquiries. These may be for local or indigenous growth (via Estates, Growth Point or Agents) or foreign direct investment (via DIT and the LEP).	Economic Development	R Murray	04/2018	03/2019
11. Employment & Skills: work with EHOD partners and major employers/education providers to identify suitable projects. Align with regional/national initiatives to support development of our 4 key GESP sectors. Any financial support agreed with EHOD partners will be based on the delivery of clear outputs and VFM	Economic Development	R Murray	04/2018	03/2019

12. Develop more effective business engagement through: 1) Publishing quarterly business bulletins and increasing SME readership; 2) Identifying and establishing communication with up to 6 Key Ambassador businesses in East Devon 3) developing and maintaining a contact list of our top 50 employers; 4) Identifying and making contact with businesses comprising our 4 GESP priority sectors (Smart Logistics, Data Analytics, Knowledge Based Industries and Environmental Futures).	Economic Development	R Murray	04/2018	03/2019
13. Manage the delivery of business and networking events, aimed at micro and SMEs and designed to advise, support and facilitate growth and productivity in our local businesses base.	Economic Development	R Murray	04/2018	03/2019
14. Review of our existing street trading strategy to ensure positive economic impact and district promotion is prioritised. We will ensure best practice is implemented to encourage business engagement/uptake.	Economic Development	R Murray	04/2018	03/2019
3) Delivering and promoting our outstanding environment				
15. Similar to Seaton Jurassic and Mamhead Slipway, prepare practical business support and regeneration developments that visibly deliver the council's environmental, cultural and countryside/coastal commitments e.g.: <ul style="list-style-type: none"> • Watersports Centre • Street trading in local craft and produce • Sidmouth seafront/Port Royal renewal 	Regeneration & Economic Development	A Hayward	04/2018	03/2019
4) Continuously improving to be an outstanding council				
16. Continue to pursue opportunities for securing external funding to enable projects to be taken forward that will promote East Devon as a location for business growth and for tourism growth.	Regeneration & Economic Development	A Hayward	04/2018	03/2019

17. Develop a corporate approach to the gathering of economic data and ensuring that this is analysed and utilised to best effect to inform strategic priorities, decision making, investment and project promotion, bidding and impact analysis. Ensure that officers and members are better and more regularly informed of East Devon economic affairs.	Regeneration & Economic Development	R Murray	04/2018	03/2019
18. Continue to identify ways in which we can encourage businesses to establish and grow within the District and thereby increase the business rate income to the Council.	Economic Development	R Murray	04/2018	03/2019

Growth Point

Section 3 – Looking forward : what we will do in 2017-18 (service objectives)				
Key Service Objectives	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging communities to be outstanding				
1. Support for Healthy New Towns and Sport England pilot status and delivery of further community infrastructure to support the Cranbrook new community	Growth Point/ Cranbrook Team	Andy Wood	April 2018	March 2019
2) Developing an outstanding local economy				
2. Deliver the Enterprise Zone programme including; <ul style="list-style-type: none"> Bringing forward the first set of projects Promoting the EZ including signage and a new web site Secure wider investment to bring forward new jobs 	Growth Point	Naomi Harnett	April 2018	March 2019
3. Develop and implement a Delivery and Investment Team proposal; <ul style="list-style-type: none"> Identify and overcome barriers to delivery Bring forward investable propositions Access third party funding 	Growth Point	R Cohen/A Wood	April 2018	March 2019

Key Service Objectives from the Service Plans 2018-19 Growth Point

3) Delivering and promoting our outstanding environment				
4. Continued delivery of the Green Infrastructure Strategy for the Growth Point area; <ul style="list-style-type: none"> Bring forward the first stretch of the Clyst Valley Trail 	Growth Point/ Countryside	Simon Bates	April 2018	March 2019
5. Support the ongoing operation of the Habitat Regulations Executive Committee; <ul style="list-style-type: none"> Implement investment decisions re: SANGs Implement on site management measure Bring forward a proposal for in perpetuity funding arrangements 	Growth Point	Neil Harris	April 2018	March 2019
6. Delivery the Great Tree programme working with key partners	Growth Point	Jon Freeman	April 2018	March 2019
4) Continuously improving to be an outstanding council				
7. Support the development of the Greater Exeter Strategic Plan, ensuring that an effective delivery model for new strategic sites is embedded at the earliest opportunity and support is secured from Government	Growth Point/GESP team	Andy Wood	April 2018	March 2019
8. Bring forward proposals to constitute the Greater Exeter Growth and Development Board as a formal joint committee; <ul style="list-style-type: none"> Ensure Terms of Reference are agreed Support Board meetings 	Growth Point/ECC/TDC/MDDC/DC	Andy Wood	April 2018	March 2019

<p>9. Develop a prospectus to demonstrate the growth offer of the Greater Exeter and key asks to effect delivery;</p> <ul style="list-style-type: none"> Engage with Government Departments to progress negotiations Influence key partners including the Heart of the South West LEP to ensure that the potential of the area is both recognised and realised. 	Growth Point/ECC/TDC/MDDC/DCC	Andy Wood	April 2018	March 2019
<p>10. Raise the profile of the area by ensuring that key achievements are clearly communicated, the Enterprise Zone is promoted and potential awards are applied for.</p>	Growth Point & Communications Team	Anne Mountjoy	April 2018	March 2019

Planning Services

Section 3 – Looking forward : what we will do in 2018-19 (service objectives)				
Key Service Objectives	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging our communities to be outstanding				
1. Continue to engage and support communities in Neighbourhood Planning activities.	Planning Policy Team	Planning Policy Manager	On-going	On-going
2. Continue to work with our communities to deliver high quality new and improved play areas, open spaces and sports pitches funded from development proposals.	Development Management and Communications Teams	Development Manager	On-going	On-going
3. Enable the delivery of affordable housing, gypsy and traveller pitches, homes for life, self build plots etc to enable our diverse range of housing needs to be met.	All teams	All Managers	On-going	On-going
4. To engage fully with communities on planning applications and policies through neighbourhood planning including through the use of social media and a pro-active communications strategy.	Planning Policy and Development Management Teams	Planning Policy Manager, Development Manager and Service Lead	On-going	On-going

Key Service Objectives from the Service Plans 2018-19 Planning Services

5. Use planning policy to promote and encourage new high skilled and well paid employment across the district.	Planning Policy and Development Management Teams	Service Lead	On-going	On-going
6. Complete the Cranbrook plan and adopt it as a DPD to guide the next phases of development at the new community	Planning Policy and Development Management Teams	Planning Policy Manager and Development Manager	On-going	On-going
7. To continue to engage with communities on the spend of S106 and CIL monies on infrastructure in their area through the participatory budgeting process.	Development Management	Development Manager	On-going	On-going
8. To produce a Masterplan for the allocated land east of Axminster in partnership with the landowners, developers and local community in association with the Axminster Neighbourhood Plan.	Planning Policy and Development Management Teams	Planning Policy Manager and Development Manager	Started	Spring 2018
9. To continue to work to identify appropriate sites for the provision of Gypsy and Traveller pitches to meet the needs of this group within the community.	Planning Policy	Planning Policy Manager	Started	End 2018
10. To write and adopt an affordable housing SPD to detail our expectations for the delivery of affordable housing.	Planning Policy	Planning Policy Manager	2018	End 2018
11. Ensuring that all new homes inspected by our building control service are built to appropriate standards ensuring that high quality homes are provided.	Building Control	Building Control Manager	On-going	On-going

Key Service Objectives from the Service Plans 2018-19 Planning Services

2) Developing an outstanding local economy				
12. Continue to support good development and projects in our targeted regeneration priority locations.	Development Management	Development Manager	On-going	On-going
13. Continue to positively support the build out of infrastructure and commercial projects at the new growth point. Support the enterprise zone including bringing forward Local Development Orders	Development Management/Growth Point Team	Development Manager/Growth Point Director	On-going	On-going
14. Apply planning policy to encourage new high skilled and well paid employment across the district that improves our key sectors and provides a diverse and strong local economy.	Development Management	Development Manager	On-going	On-going
15. Working in partnership with other authorities in the Greater Exeter area to develop a strategic plan which enables the local economy to grow and develop to provide higher skilled and paid employment within knowledge based economic areas.	Planning Policy Team	Service Lead/Planning Policy Manager	On-going	On-going
16. Continue to work closely with the developers of key strategic employment sites such as Sky park and Science Park to enable their continued delivery.	Development Management	Development Manager	On-going	On-going
17. To work with the Cranbrook Consortium of developers to promote and enable the development of Cranbrook Town Centre in a way that secures a sustainable economy within the town and meets the communities needs.	Development Management	Development Manager	On-going	On-going

3) Delivering and promoting our outstanding environment				
18. Produce a built environment heritage strategy and a local heritage list	Planning Policy Team	Planning Policy Manager	Started	Late 2018
19. To produce a District Design Guide and Householder Design Guide to improve the quality of new buildings and places to enable the development of places that work	Planning Policy and Development Management Teams	Planning Policy Manager and Development Manager	Started	Late 2018
20. To deliver all necessary habitats and flood mitigation measures to mitigate the impacts of development.	Development Management	Development Manager	On-going	On-going
21. To provide a responsive and pro-active dangerous structures service to ensure that action is taken against any dangerous structures in a timely manner.	Building Control	Building Control Manager	On-going	On-going
22. Delivering and promoting green infrastructure including SANG's across the district. Support the joint committee with ECC and TDC	Development Management	Development Manager	On-going	On-going
23. To continue to enforce against unauthorised and harmful developments quickly and effectively.	Development Management	Development Manager	On-going	On-going
4) Continuously improving to be an outstanding council				
24. To maintain high levels of customer satisfaction and monitor through regular surveys.	All teams	All managers	On-going	On-going

Key Service Objectives from the Service Plans 2018-19 Planning Services

25. Engage and listen to communities to ensure that the service is meeting their needs.	All teams	All managers	On-going	On-going
26. To implement the communications strategy to ensure that we present good information in good time, and follow good practice in all consultation exercises.	All teams	All managers	On-going	On-going
27. To continue to co-operate and work in partnership with neighbouring authorities and other agencies and comply with the duty to cooperate	Planning Policy	Service Lead/Planning Policy Manager	On-going	On-going
28. Improve service provision through increased mobile working and greater use of mobile devices	All teams	All managers	On-going	On-going
29. Working proactively with developers to enable the release of development sites that are currently locked or not coming forward as quickly as they could and work to aid the delivery of local plan allocations.	Development Management/Planning Policy	Development Manager/Planning Policy Manager	On-going	On-going
30. Continue to work in partnership with our neighbouring authorities within the Greater Exeter area on a Strategic Plan for the area and looking at joint ways of funding and delivering infrastructure within the area.	Planning Policy	Planning Policy Manager	On-going	On-going
31. To continue to work to increase the Council's market share in building control plan checking and inspections.	Building Control	Building Control Manager	On-going	On-going
32. To review our CIL charging schedule to ensure income from CIL towards the delivery of infrastructure is maximised without making developments unviable.	Planning Policy	Planning Policy Manager	Started	Summer 2018

Key Service Objectives from the Service Plans 2018-19 Planning Services

33. To develop a largely automated system for undertaking the monitoring of housing delivery rates.	Planning Policy	Planning Policy Manager/STRATA	Started	Spring 2018
Are there any objectives outlined for your service in the current Council Plan (2016-2020) which cannot be achieved or which have changed				
None				

Key Service Objectives from the Service Plans 2018-19 Planning Services

Report to: Cabinet
Date of Meeting: 3 January 2018
Public Document: Yes
Exemption: None
Review date for release None



Agenda item: 13

Subject:

Draft Revenue and Capital Budgets 2018/19

Purpose of report:

This report presents the draft revenue and capital budgets for 2018/19 for adoption by the Cabinet before consideration by a joint meeting of the Overview and Scrutiny Committees and the Housing Review Board.

Recommendations from these meetings will be presented to the Cabinet on 7 February 2018 when members will finalise budget proposals to be recommended to Council.

Recommendation:

That the draft revenue and capital estimates are adopted before forwarding to a joint meeting of the Overview and Scrutiny Committees and Housing Review Board for consideration.

Reason for recommendation:

There is a requirement to set balanced budgets and to levy a Council Tax for 2018/19

Officer:

Simon Davey, Strategic Lead – Finance (CFO/S151)
sdavey@eastdevon.gov.uk 01395 517490

Financial implications:

Financial details are contained within the report

Legal implications:

No legal observations are required

Equalities impact:

Low Impact

Risk:

Low Risk

Risks have been considered in preparing the budgets and the financial implications have been assessed at the point of preparation. Various budget assumptions have been made including the treatment of inflation and interest rates; estimates on the level and timing of capital receipts; the treatment of demand led pressures; the treatment of planned efficiency savings/productivity gains; levels of income; financial risks inherent in any new arrangements; capital developments; the availability of funds to deal with major contingencies and the need for any provisions. In each of these areas the Council's financial standing, management and track record have been considered in order to prepare robust budget proposals.

Members will be aware from the minutes of the Recycling and Refuse Partnership Board of 22nd November contained on this agenda that SUEZ have reported on the additional resources they are employing to deal with the additional recycling tonnes being collected. This is having a detrimental effect on SUEZ's budget and accounts which they considered cannot be sustained. Further discussions and consideration will be necessary to understand the implications, no additional costs have been allowed for within the draft budget.

Other specific areas of risk have been highlighted where appropriate within the report.

Links to background information: [Draft Revenue and Capital Estimates 2018 - 2019](#)

Supporting Information on Special Item Bids:

- [Clyst Honiton Parish Council Support](#)
- [Action East Devon](#)

Link to Council Plan: Budgets and related service plans link back to the Council Plan

1. Process

- 1.1 The Constitution requires the Cabinet to approve the draft revenue and capital budget prior to consideration by the Overview and Scrutiny Committees. The Housing Review Board will undertake the same function in relation to the Housing Revenue Account budgets.
- 1.2 Recommendations from these meetings will be reported back to the Cabinet at its meeting on 7 February, along with any comments from the business community. At this meeting members will be required to recommend the Council Tax requirement for 2018/19.
- 1.3 At the same time as preparing the draft budget, draft service plans are also prepared for member consideration. Service plans and budgets are aligned and link back to the Council Plan.

2. General Fund Budget

The Overall Financial Picture

- 2.1 Under the four year financial settlement arrangement the Council will receive £0.127m in Revenue Support Grant (RSG) for 2018/19; a 76% (£0.406m) reduction when compared with 2017/18. The Government's strategy is to phase out RSG with East Devon's grant ending in 2018/19. RSG has in the past been the main grant to local authorities to fund core service delivery; funding is now to be provided through Business Rate income, New Homes Bonus, Council Tax and the Councils' own income raising activities.
- 2.2 With the expected reduction in RSG and other budget pressures the Council's Medium Term Financial Plan (MTFP) contained within the Council's Financial Plan predicted a budget deficit for the Council of £0.735m in 2018/19, rising to £3.0m by 2020/21 and to £5.4m by 2027/28 if no action was taken to reduce expenditure and/or increase income. A reminder of this position is given below:

General Fund	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Budget Shortfall	735	1,265	2,969	3,198	3,545	3,826	4,107	4,637	5,417	5,398

- 2.3 The Council has an adopted Transformation Strategy which sits alongside the Financial Plan. The Transformation Strategy outlines how transforming the way the Council works will deliver our purpose despite significant reductions in government funding and the predicted budget gap. This is a dynamic strategy which will require continuous update and review so that progress can be tracked to ensure future savings give the Council a balanced budget position.
- 2.4 The preparatory work in developing the Financial Plan and Transformation Strategy were discussed with the Council's Budget Working Party on 13th September 2017 who endorsed the overall direction being planned including proposals to prepare a detail budget for 2018/19 and 2019/20. [The Financial Plan](#) and [Transformation Strategy](#) were then adopted by Cabinet on 4th October 2017. These documents were considered and debated by the Overview Committee on 7th November, further it was agreed that future work of this Committee would consider elements of the Transformation Strategy to help address the budget gap identified in the Financial Plan. The draft budget has been prepared in line with these agreed documents.
- 2.5 The actions identified in the Transformation Strategy for 2018/19 started to bridge the predicted budget deficit within £0.525m of a balanced budget and a further £0.048m was required for 2019/20. Further initiatives were required to meet the remaining estimated budget shortfall. The original saving items along with the new initiatives are given in the table below. Now that the draft budget for 2018/19 has been prepared there are variations to the proposed savings, the variations are also noted below.

Transformation Savings Target compared with draft 2017/18 budget	Target in Transformation Strategy £000	2018/19 Draft Budget position £000	Comments
Increased lease/rental income	30	30	
Exmouth CCTV transfer to external group	25	0	No longer to be pursued for 2018/19 following meeting with Town Council
Error & Fraud Incentives & additional income – Rev's & Ben's Service	30	30	
Implementation of Green Waste Scheme	100	100	
Legal Fees & Charges	10	10	
In House Contract Lawyer to save external spend	15	0	Further analysis in budget preparation identified no revenue saving.
Balance to be identified	525	-	
Organisation Fit for Purpose – Vacant posts deleted from budget; Rev's & Ben's, Car Parks, Legal and Electoral Registration.		159	
Car Parks – Exmouth Pavilion charging and Campervan pilot scheme		80	
Countryside – charging for services to manage green space		18	
Switching part of investments into in a Property based Fund		238	
Total	£735	£665	£0.070m short of savings target

2.6 During the budget preparation stage other items have affected the overall budget position to that assumed in the MTFP, material areas being:

Items with an adverse effect:

- Reduction in recycling income from reduced resale values - £120k
- Pay Award now assumed at 2% based on National Employers for Local Government Services offer (1.5% in MTFP) - £61k
- Benefit Subsidy reduction in grant received - £149k

Items with a positive effect:

- Council Tax Base higher than predicted through additional housing growth and initiatives on ensuring correct discounts are claimed - **£96k**

- The Council in the past has budgeted for a full staffing establishment with no vacancies during the year, this produces savings at year end as there will be staff turnover and posts vacant during the year. However budgets are not set for recruitment costs or the possibility of using agency staff to fill roles on a temporary bases whilst posts are vacant. In analysing a number of years it is considered prudent to reduce staff budgets by a sum to account for this known annual underspend. - £350k

The above highlights the main movements from the position outlined in the Council's Financial Plan and Transformation Strategy to that now being presented in the detailed draft budget for 2018/19. The final position requires £0.182m to be used from the General Fund Balance to meet in the main one off costs of special items deemed essential which have at this stage been included in the draft budget.

Draft Revenue Budget 2018/19

- 2.7 Details of the draft budget for 2018/19 are contained in the draft Budget Book linked to the agenda. This gives details of the current budget, the draft budget for 2018/19 alongside notes on variation between years and other points of detail to inform members. The beginning of the Budget Book summarises the services we operate, identifies those that are discretionary and mandatory, the assets and resources involved in each service and give a snap shot of what the services provide. For a better understanding of the draft budget proposals and what the resources allocated members are recommend to take time to study these pages along with the service plan proposals.
- 2.8 The draft budget **includes** a number of special items which in the main relate to infrastructure maintenance, these are detailed in **Appendix 1** for members' awareness and agreement. These total £180,750 and are being funded in the main from the General Fund Balance, this is not an ideal position as although they are one off costs the Council will see this level of expenditure annually on essential maintenance schemes and these should be accommodated in the base budget. This will have to be addressed for future budgets.
- 2.9 Other proposals have come forward for inclusion in the draft budget which are currently **not included**, these are detailed in **Appendix 2** for members' consideration. These total £389,430 and a number have cost implications for future years. These are currently excluded on the grounds they are unaffordable.

Some of the items have been flagged to be considered by the Budget Working Party who it is proposed should meet in March 2018, they are proposals that are possibly self-financing or could help generate additional income with the necessary investment. They do however require further details and a business case to be presented. It would sensible for these to be considered by the Budget Working Party in the context of the future budget position and need for the Council to be self-financed.

2.10 Council Tax

The draft budget, in line with the agreed Financial Plan, assumes the Council will increase the Council Tax for 2018/19 by £5 a year. This gives a precept for the Council of £8,024,750 raising the current annual council tax charge from £131.78 to £136.78 for a band D property a year.

Draft details have been released on what level Council Tax increases would trigger a referendum, in that the Government believe they would be excessive. In general this will be 2%, with additional increases for authorities that have adult social care responsibilities. Shire district councils can increase the charge by £5 a year and this is the level the Government have calculated in their assumptions as income available to these Councils.

2.11 General Fund Balance

The Council has an adopted range for the General Fund Balance of between £2.8m to £3.6m; the draft budget maintains the Balance within that range. The draft budget assumes using £0.182m of the General Fund balance in 2018/19 to help fund one off special items.

The current prediction for the year end position for 2017/18 is that the General Fund Balance will be at the top or above the adopted range, therefore using £0.182m in 2018/19 would still leave the Balance at the required level.

This is an estimated position and factors will affect this sum before year end. Decisions will be taken at the Outturn stage concerning the Council's balances when the final position is known.

2.12 Business Rates

The 2018/19 budget uses the Government's funding calculation at £2.571m as the income to be derived from Business Rates; to this an additional £1.1m has been added to reflect the Council's own rate estimate which is higher. The Council does hold a Rates Volatility Fund of £0.639m accumulated from previous Business Rate surplus to mitigate the risk if Rates do not achieve this full level and it helps smooth out year on year fluctuations.

The Council is part of a bid to Government for Devon to become a 100% business rates Pilot area for 2018/19. If this bid is successful and depending on the final terms this could generate an estimated additional £1.02m as a one off sum to the Council. The additional income is required to be directed to the promotion of financial sustainability across economic areas and for the investment in encouraging further growth. It is expected we will find out if our bid is successful within the Local Finance Settlement, the date of which is unknown at the moment but will be in December.

2.13 New Homes Bonus (NHB)

Members' will recall that the Council's policy is to retain £1.5m of NHB annually to fund the General Fund with the balance in the main being used to support the Council's Capital Programme. Therefore the risk of reduced sums is mitigated through the capital programme.

The draft Budget estimates the HNB grant to be received in 2018/19 will be £4.157m, this is based on additional growth in the Council Tax Base of 1,061 relating to the NHB grant calculation. An unknown is the reducing scaling factor that will be applied, this was introduced in the current year by Government to exclude growth below a "normal growth rate"; this was taken as 0.4% of the base for 2017/18. The same percentage has been used for the 2018/19 calculation, but the exact details will not be known until the Finance Settlement is announced.

The Council holds a New Homes Bonus Volatility Fund of £1.4m to mitigate reduced levels of funding. This was predominately held to mitigate the risk of the scheme being significantly amended by Government to the detriment of the Council's income projections. The scheme was amended this year following a long consultation period and although there is still risk involved in the level of income fluctuation the materiality of the risk level has significantly reduced.

It is therefore proposed that this Reserve is no longer required and is transferred in to the Transformation Reserve where it is envisaged funding will be required to invest in transformation proposals to secure the future financial viability and self-funding of the Council as outlined in the Council's Financial Plan.

Budget Strategy for future years

- 2.14 The Council has a good record of tackling and managing budget deficit projections and dealing with issues at an early stage, the Council has an agreed Transformation Strategy which will continually be monitored and reviewed to ensure the Council continues to balance its budget.
- 2.15 It is proposed the Budget Working Party meet in March 2018 to ensure the position of balancing the 2019/20 budget is on track as predicted but mainly to focus on the significant budget deficit projected in 2020/21 (in year deficit alone of £1.7m) and how this is to be addressed through transformation savings.

3 Housing Revenue Account Budget

The Overall Financial Picture

- 3.1 The Housing Revenue Account (HRA) is underpinned and influenced by the business plan, an updated version of which was presented at the previous Housing Review Board. The budget process utilises the principles contained within it, notably, to maintain an acceptable surplus whilst at the same time maintaining stock levels through the purchase programme to counteract the impact of continuing Right to Buy (RTB) sales. To date this financial year 18 dwellings have been sold through RTB, whilst 26 new properties have been completed and brought into the HRA.
- 3.2 The Governments Rent Reduction Policy of 1% continues with the final year being 2019/20. The reduction in rental income has been mitigated in that the new properties have a higher average rent (2017/18, £125 per week) compared with the existing stock (2017/18, £79.64 per week).
- 3.3 There is still uncertainty regarding the Government intention on the forced sale of high value social housing owned by Councils. The proposed scheme would allow the Government to require a payment from Councils equivalent to the sale of vacant high value council homes on an annual basis, less any costs or deductions. It is unlikely this will be implemented for 2018/19, but a risk remains.

Draft Revenue Budget 2018/19

- 3.4 The budget book details the draft estimates for 2018/19. A summary page from the HRA Business Plan has been included for information.
- 3.5 The budget has been prepared to maintain council homes to a high standard with a comprehensive planned programme expenditure, adaptations and routine repairs. The 2018/19 draft budget maintains significant sums for:
- Major repairs totalling £4.4m covering new doors, boilers, kitchens and bathrooms, including change of tenancy expenditure, replacement of wooden fascias with uPVC and roof replacements.
 - Day to day repairs, programme maintenance and one off works totalling £4m.

- 3.6 Rents have been decreased by 1% in line with recent legislation. The average rent will therefore decrease to £79.23 a week.
- 3.7 The draft budget proposed generates a surplus of **£1.413m** in 2018/19. This sum is then used to help finance the purchase of properties, continuing with the £5m annual investment programme (£3.5m from reserves/surplus and £1.5m from RTB receipts).
- 3.8 The draft budget excludes a £1.580m principle loan repayment scheduled for 2018/19. Not to repay the principle and to extend the loan is seen as the optimum decision at this point, however it is not a decision that is required at this point and a scenario is being approved in the budget. Budget predictions on likely outturn for 2017/18 show £0.390m underspend against the business plan and if this materialises would be available to meet part of the loan repayment in 2018/19 requiring a lessor sum to be refinanced. The decision on loan repayment or extending finance is one that relates to a Treasury Management decision and a decision will not be required until the end of 2018/19. The draft budget at this stage assumes that the full loan will be extended.
- 3.9 The HRA Balance is maintained within the adopted range of £2.1m and £3.1m, being projected to be £3.1m at the end of 2018/19. There is an additional £1.6m being held in the HRA debt Volatility Fund which remains unchanged.
- 3.10 The draft HRA budget will be reviewed by the Housing Review Board (HRB) on 11 January 2018.

Budget Strategy for future years

- 3.11 The HRA Business plan is continually updated and monitored to ensure properties can be maintained at a high standard whilst investing in new properties and keeping the HRA Reserves within the adopted levels. This is currently being achieved.

4 Capital Programme

The Overall Financial Picture

- 4.1 The draft Capital Programme for 2018/19 after using available resources requires borrowing of £3.221m to balance the draft Capital Budget. In reality Treasury Management may determine a different approach such as using internal funds especially as a significant element of this will be a short term need. Associated loan costs have however been included in the draft revenue budgets.
- 4.2 The preparation of the draft Capital Budget has been directed by the Capital Strategy & Allocation Group (CSAG) who met on 6th December 2017 to consider scheme proposals. The Group considered funding resources available, the capital appraisal process and then each scheme proposal in turn. Minutes of this meeting are contained on this agenda.
- 4.3 The capital appraisal process has been used to build a capital programme aimed at delivering the Council's stated priorities and ensuring schemes meet set gateways:

- Gateway 1 fully financed – external grants pay fully for the project, or revenue savings pay back capital investment inside 5 years.
- Gateway 2 statutory obligation – we have to do it by law
- Gateway 3 contractual obligation – we have to abide by our contractual agreements
- Gateway 4 critical business interruption – a major part of the Council's services would not be able to function.

Each scheme is given a score against a set criteria such as how the project meets the Council Plan, the risk involved, any part funding, invest to save and service provision. If gateways are passed then the project is approved subject to there being sufficient funds and then scoring is considered to give priority where resources are insufficient. Those schemes that do not pass a gateway are also scored to give a sense of priority against the funding available.

For each scheme proposed an Initial Project Proposal Form was completed as governed in the adopted "Guide to Project Management".

4.4 The CSAG wanted to highlight and seek guidance from Cabinet on a number Play Equipment capital bids as these were areas of discretionary spend. Confirmation was sought on what the policy position was and to determine if such schemes should sit with the District Council. The schemes in question were:

- Glen Farm Play Area Honiton - Renewal of equipment, safety surfacing and perimeter fence - £50k.
- St Marks Play Area Honiton – Renewal of equipment and safety surfacing - £80k.
- Phear Skate Park Exmouth – Renewal of Skate equipment - £150k.
- Stowford Rise Play Area Sidmouth - Renewal of equipment, safety surfacing and perimeter fence - £55k.
- Meadway Play Area Seaton - Renewal of equipment and safety surfacing - £50k.

These are included in the draft capital budget as an officer recommendation, but consideration needs to be given to the matters raised by the CSAG.

4.5 The following schemes were not discussed by the CSAG but have been included in the capital programme as they have been discussed/or to be discussed directly by Cabinet.

- Approval of Green Waste Scheme - Bins £400k, new collection vehicle £162k, new IT software £23k (expenditure split between 2017/18 & 2018/19)
- Loan to ESPL - £1.73m (2017/18)
- Digger for Street Scene, grave digging and shingle clearance - £80k (2018/19)
- Energy savings proposals on Leisure Centres and Swimming Pools - £262k (2017/18)

Draft Capital Budget 2018/19

- 4.6 The attached booklet details the draft capital programme for 2017/18 to 2021/22; scoring information is included against the new capital bid items.
- 4.7 The draft capital budget for 2018/19, detailed in the attached budget book, shows a shortfall to be met from borrowing of £3.221m.
- 4.6 The overall capital position shows the Capital Reserve depleted at the end of 2017/18, New Homes Bonus monies is helping to fund the capital programme going forward reducing the need to borrow, the Capital Reserve returns to a positive position of £1.906m in 2019/20. It is certain further schemes/projects will come forward in future years to call upon the Council's capital resources to change this position in reality.
- 4.7 The NHB amount included in the 2018/19 Capital Budget is £2.583m which is the best estimate until the Finance Settlement is announced. Any difference in this amount will increase or reduce the amount needed to be borrowed to balance the capital budget.

5 Other Balances & Reserves available to the Council

- 5.1 The Council holds a number of earmarked reserves set aside for specific purposes, these are detailed in the budget book for members' information.

6. Robustness of estimates and adequacy of reserves

- 6.1 This part of the report deals with the requirement of Section 25 (2) of the Local Government Act 2003 in that the Council's Chief Finance Officer (CFO) must report on the robustness of the estimates included in the budget and the adequacy of reserves for which the budget provides.
- 6.2 In terms of the robustness of the estimates, all known factors have been considered and the financial implications have been assessed at the point of preparation. Various budget assumptions have been made including the treatment of inflation and interest rates, estimates on the level and timing of capital receipts, the treatment of demand led pressures, the treatment of planned efficiency savings/productivity gains and levels of income, financial risks inherent in any new arrangements and capital developments and the availability of funds to deal with major contingencies and the need for any provisions. In each of these areas the Council's financial standing, management and track record have been considered in order to prepare robust budget proposals.
- 6.3 The proposed draft budgets for 2018/19 maintain both the General Fund balance and the Housing Revenue Account balance at adopted levels provided actual net expenditure is at, or below, the level forecast. Continuous monitoring and reports to Cabinet will highlight and make recommendations on any corrective action necessary to achieve this during 2018/19.

7. Prudential Code

- 7.1 The Local Government Act 2003 also requires under regulation for local authorities to have regard to the Prudential Code for Capital Finance in Local Authorities, issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) when setting and reviewing their affordable borrowing limit.
- 7.2 The key objective of the Code is to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable. A further key objective is to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports prudence, affordability and sustainability.
- 7.3 To demonstrate that local authorities have fulfilled these objectives, the Prudential Code sets out the indicators that must be used and the factors that must be taken into account. These indicators will be presented to the next Cabinet meeting when a recommendation will be made on the budget for 2018/19, Council Tax levy and Council House Rents.

Appendix 1 - Special Items Included in Draft 2018/19 Budget

- 1. Health & Safety / Statutory / Property & Life
- 2. Potential Closure / Failure
- 3. Maintenance Required - will cause bigger problems if left to the following year
- 4. Could wait 12 months
- 5. Nice to have

Service	Item	Reason	Funding from?	Priority	O = One off B = Base	2018/19	2019/20	2020/21	Offset savings/ other funding	Comments
						£	£	£	£	
Industrial Sites	Former Budleigh Salterton Beach Hut Store	Turning former Budleigh Salterton Beach Hut Store into small industrial unit to rent out annual income circa £4,000	Income generation over 3 Yrs	1	O	10,000			(4,000)	Anticipated rental income £4,000 per annum. Year One £8k net cost. To be funded from Transformation Reserve
Car Parks	Car Park machine replacement & software	Retain surplus income from 2017/18 in order to start a Parking Machine replacement project. Machines to take Chip & Pin over 2years	Revenue	2		50,000	50,000		Surplus income from 2017/18 budgets	Our Car parking machines are now very outdated and becoming obsolete. Due to the new machines which are very slowly being introduced we would like to use our additional income to complete a replacement project to replace the outdated machines with new machines which will take card payments (Chip & Pin) the increase in income since bringing in the limited new machines have already provided evidence that this is the way forward increasing our income. To be funded from Car Park Budget Surplus at 2017/18 Outturn.
Items Above funded from other sources										
Beaches and Foreshore	East Cliffs Budleigh	Fence at top of Coastguard Hill requires setting back 0.5m to avoid undercutting by eroding cliff. New fence required at bottom of Salting Hill to improve safety/reduce anthropogenic erosion on informal footpath. Fence adjacent to seating area on Salting Hill needs moving back 0.5m too to avoid undercutting.	Revenue	1	O	15,000				
Beaches and Foreshore	Hideaway Café Seaton	2017 cliff inspections have recommended installation of catch fence on cliff adjacent to Chine Café to prevent damage by falling material.	Revenue	1	O	10,000				
Beaches and Foreshore	West Walk Seaton	Drainage works to lower slopes where seepage evident. Increase cliff stability and reduce likelihood of falls.	Revenue	1	O	18,000				
Beaches and Foreshores	Sidmouth seafront	Repairs to railings	Revenue	1	O	8,000				
Car Parks	Dolphin Street Colyton, wall repair	Multiple Buddleia established on car park boundary wall above adjacent public highway. Require removal and wall needs rebuilding prior to collapse. Traffic management required due to proximity to highway. Application to Devon county Council for a 171 Agreement for permission to use the highway. To set up two way traffic control on public highway, including all “Chapter 8” signage using approved operatives.	Revenue	1	O	7,500				
Coast Protection	Sidmouth Seawall Repairs	As per walkover, large areas of damaged seawall in town centre and exposed joints/cracked drainage channels at JL.	Revenue	1	O	16,000				
Flood Alleviation	Gittisham FAS	Damages pipe rusted through, and requires replacement.	Revenue	1	O	15,000				
Parks and Gardens	West Walk Seaton	Fencing on boundary with Cliff Path Gardens to ensure safety of park users	Revenue	1	O	18,750				
Parks and Gardens	Car Parks	Patch repairs required unfortunately before office move as minor repairs not completed and condition now worsened. Engineers considered essential.	Revenue	1	O	3,000				
Play	Budleigh MUGA/Play Area	Replace barb wire fence with modern fence suitable for location.	Revenue	1	O	13,000				
Play	Willow Walk Honiton	Replacement fencing to prevent access to steep bank and watercourse.	Revenue	1	O	16,500				
Sports grounds	Contaminated land survey at Warren View	The potential for sports pitch (3G), enhanced changing rooms and MUGA development for viability work and business plan of the club.	Revenue		O	40,000				
						180,750	-	-		- Funded from General Fund Balance

Appendix 2 - Special Items NOT Included in Draft 2018/19 Budget

1. Health & Safety / Statutory / Property & Life
2. Potential Closure / Failure
3. Maintenance Required - will cause bigger problems if left to the following year
4. Could wait 12 months
5. Nice to have

Service	Item	Reason	Funding from?	Priority	O = One off B = Base	2018/19	2019/20	2020/21	Offset savings/ other funding	Comments
Car Parks	Car Parks Apprentice		Revenue		B	20,480	20,690	20,900		
Countryside	New trailer	Replacing worn out gear and will lead to decreased efficiency and effectiveness to not replace. I would like to put it in 36042, Nature Reserves Budget code if possible. It's a one off with a replacement expectancy well in excess of 10 years	Revenue	3	O	7,000				
Sundry Grants	Clyst Honiton Parish Council support	Extension of funding of £75,000 over 5 years from January 2019 to support employment of a Parish Clerk re ongoing growth point development. (Commitment of 2018/19: £3,750, years 2019/20 to 2022/23 at £15,000 per annum and 2023/24 at £11,250). Request linked to Cabinet report	Revenue		O	15,000	15,000	15,000		Further 2 years requested beyond years shown. Request is as a minimum £9,000 per annum but more realistically require £15,000 per annum.
Sundry Grants	Action East Devon	Grant to "ensure our communities have in place a range of sustainable services they will need to support the most vulnerable". Requested linked to Cabinet report.	Revenue	5	O	20,000	20,000			
Beaches	Upgrade / Renew al Beach signage	Phase replacement of Beach signs across East Devon over a 3 year period.	Revenue	3	O	6,400	6,600	4,600		
Beaches	Slipway Footfall Counters	Footfall / Usage counters to give an indication of the type and usage of the slipways.	Revenue	5	O	3,570				
Beaches and Foreshore	Abode of Lovers Exmouth	Area becoming a hazard and costly to maintain due to antisocial behaviour. Work to consider options to remodel this space, including consideration of options for income generation.	Revenue	3	O	6,500				
Beaches and Foreshore	Groyne removal adjacent to Mamhead slip	Removal of dilapidated groyne which may present a hazard to users of Mamhead Slipway.	Revenue	4	O	0	10,000			
Beaches and Foreshore	Sea Hill drainage and surfacing	Area of uneven surfacing, and poor drainage in this area may exacerbate the issue.	Revenue	4	O	7,500				
Beaches and Foreshores	Sidmouth seafront	Painting of railings ~750m.	Revenue	2	O	12,000				
Car Parks	Maer Road Resurfacing	Existing surface deteriorating, and with an increase in traffic anticipated maintenance is advised. Potential for future income from Camper Vans as Exmouth regenerated.	Revenue	2	O	19,500				
Coast Protection	Beer beach monitoring	Limited beach monitoring at present, and more information required to aid understanding of linkages with Seaton, and the impact of the groyne at Beer.	Revenue	4	B	2,500	2,500	2,500		
Coast Protection	Sidmouth beach monitoring	Limited beach monitoring at present, and more information required to aid understanding.	Revenue	4	B	2,500	2,500	2,500		
Coast Protection	Coastal Change Management	Technical support for implementation fo Coastal Change Management Areas.	Revenue	2	O	£12,000				
Engineers	Inspection drone	Subject to confirmation from Strata that it can be supported.	Revenue	5	O	3,000				
Flood Alleviation	East Devon Flood Review	Review of flood intelligence including from 2008, subsequent actions and viability of actions to reduce risk further.	Revenue	3	O	£15,000				
Flood Alleviation	East Devon Flood Review	Review of flood intelligence including from 2008, subsequent actions and viability of actions to reduce risk further. EA and DCC contributions	Revenue	3	O	-£10,000				
Play	Land of Canaan replacement bridge	Replacement footbridge after loss of one bridge due to rot. £2k special item for 2017/18 not needed. There is presently a DDA compliant bridge 80m away connecting to the same footbridge.	Revenue	5	O	18,000				
Public Conveniences	Toilet autolocks for Seaton	Autolocks for 3 blocks in Seaton to allow us to do away with the toilet locking contracts for Seaton.	Revenue		O	18,000				
Streetscene Operations	Maintenance Technician Apprentice	EDDC employs 2 maintenance technicians – 1 covering the East and 1 covering the West – and their knowledge of the district and skill set is invaluable to us. The West maintenance technician is due to retire in 2018 and as part of succession planning and the availability of having an apprentice (and supporting this great scheme) it would be a perfect opportunity to learn the area with the end result to have a seamless transition once the post is vacated / retired.	Revenue	5	B	20,480	20,690	20,900		
Streetscene Operations	Events Officer post	Draft Cabinet report refers dated June 2018	Revenue		B	33,120	33,450	33,790		To be discussed with full paper to Budget Working Party in March 18
Streetscene Operations	Events Officer post	Draft Cabinet report refers dated June 2018	Revenue		B	(33,120)	(33,450)	(33,790)		To be discussed with full paper to Budget Working Party in March 18
Growth Point	Delivery team	Consideration of joint bid from Strategic Planning & Growth Point Team	Part savings		B	150,000	151,500	153,020		To be discussed with full paper to Budget Working Party in March 18. £100k available in planning budget from increased fees (20%).
Countryside	Countryside Ranger apprentice to be made permanent	Pilot funded from reserves.	Revenue		B	14,000	14,140	14,280		
HR team within Organisational Development	Additional HR Resources to Support Strata	Agreed by Strata Board extra resources - but implication is for each authority to fund			B	15,000	15,230	15,460		
Communications Team within Organisational Development	Digital Comms and Services officer	This post will be responsible for on line customer experience using the new Firmstep digital services portal and will ensure the website keeps pace with emerging trends and customer expectations.		3	B	11,000	44,000	44,440		To be discussed with full paper to Budget working Party in March 18
						389,430	322,850	293,600		- Not funded