

Agenda for Cabinet

Wednesday 31 October 2018; 5.30pm



[Members of Cabinet](#)

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

[View directions](#)

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Members of the public exercising their right to speak during Public Question Time will be recorded.

- 1 [Public speaking](#)
- 2 Minutes of 3 October 2018 (pages 4-9), to be signed as a true record
- 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](#)
- 6 Confidential/exempt items – there are no items which officers recommend should be dealt with in this way.

7. Forward Plan for key decisions for the period 1 December 2018 to 31 March 2019 (pages 10-13)
8. Minutes of the Asset Management Forum held on 6 September 2018 (pages 14-17)
9. Minutes of the Housing Review Board held on 20 September 2018 (pages 20-30)
Recommendations for Cabinet consideration can be found on page 18-19
10. Minutes of the Exmouth Regeneration Board held on 20 September 2018 (pages 31-35)
11. Minutes of the STRATA Joint Scrutiny Committee held on 24 September 2018 (pages 36-45)
12. Minutes of the STRATA Joint Executive Committee held on 25 September 2018 (pages 46-75)
13. Minutes of the Capital Strategy and Allocation Group held on 26 September 2018 (pages 76-82)
14. Minutes of the Overview Committee held on 27 September 2018 (pages 83-86)
15. Minutes of the Scrutiny Committee held on 4 October 2018 (pages 88-95)
Recommendations for Cabinet consideration can be found on page 87

Part A matters for decision

16. **Delivery of Axminster Relief Road** (pages 96-104)
This report is to update Members on progress with work on the delivery of the Axminster Relief Road and associated master planning of the urban extension allocated in the Local Plan.
17. **Transformation Strategy and Financial Plan (2019-2029)** (pages 105-111)
To consider the implications of spending plans and the level of resources likely to be available. The Transformation Strategy identifies key strategic themes that underpin our transformational activity to help achieve savings/efficiencies and to help continue to protect front line services.
Appendix A – General Fund Revenue Budget forecast
Appendix A (i) – Inescapable budget changes
Appendix B – Transformation Strategy Monitor
18. **Budget Monitoring Report for Month 6** (pages 112-117)
This report gives a summary of the Council's overall financial position for 2018/19 at the end of month six (30 September 2018).
19. **Viewpoint Survey 2018** (pages 118-123)
To report the findings of the Viewpoint Survey for 2018.
20. **Monthly Performance reports – September 2018** (pages 124-126)
Performance information for the 2017/18 financial year for September 2018 is supplied to allow the Cabinet to monitor progress with selected performance measures and identify any service areas where improvement is necessary.
Appendix A - September 2018 snapshot

[Decision making and equalities](#)

For a copy of this agenda in large print, please contact the Democratic Services Team on 01395 517546

EAST DEVON DISTRICT COUNCIL

Minutes of the meeting of Cabinet held at Knowle, Sidmouth on 3 October 2018

Attendance list at end of document

The meeting started at 5.30pm and ended at 6.30pm

***59 Public Speaking**

There were no members of the public who wished to speak.

***60 Minutes**

The minutes of the Cabinet meeting held on 5 September 2018 were confirmed and signed as a true record.

***61 Declarations**

Cllr Philip Skinner, Minute 76: personal interest – Exeter Science Park Board of Directors
Cllr Pauline Stott, Minute 74; personal interest – Director of Water Sports Centre
Cllr Cherry Nicholas, Minute 68; personal interest – Member of Neighbourhood Plan Group.

***62 Matters of urgency**

Two items were submitted and listed on the agenda; considered under Minute 74 and 76 respectively.

***63 Matters referred to the Cabinet**

There were no matters referred to the Cabinet by the Overview and Scrutiny Committees.

***64 Exclusion of the public**

There was one item that officers recommended should be dealt with in this way.

***65 Forward Plan**

Members agreed the contents of the forward plan for key decisions for the period 1 November 2018 to 28 February 2019.

***66 Minutes of the Overview Committee held on 30 August 2018**

Members received the Minutes of the Overview Committee held on 30 August 2018.

***67 Minutes of the Scrutiny Committee held on 6 September 2018**

Members received the Minutes of the Scrutiny Committee held on 6 September 2018.

RESOLVED

that no further action required as the advice was that this was the position already.

***68 Response to Exmouth Neighbourhood Plan Submission**

The report set out to agree the response by the Council to the current Regulation 16 submission consultation for the Exmouth Neighbourhood Plan.

The Service Lead for Planning updated the report to include the following:

“EN3 is considered overly restrictive, limiting potential development inside the Built-up Area Boundary (BUAB), contrary to Strategy 6 of the Local Plan. The ‘non-prescriptive

boundary' shown in figure 8 crosses the BUAB and includes the Maer road car park, cricket ground, the Maer, tennis courts and play area. We suggest that the boundary is limited to those areas outside of the BUAB, retaining the potential to provide a green corridor connected to the sea front in line with community aspirations, supported by Strategy 5 of the Local Plan. We suggest that those valuable areas identified (the Maer, cricket ground, tennis courts and play area) are considered for alternative designation (ie. Local Green Space) if the group feels that extra protection for these areas is warranted."

Comments made from Councillor Tim Dumper, who was unable to attend the meeting, were read out. These covered EN1; EE2; EE5; H2; GAA4; CF1; and P92. The comments were noted and can be referred to the Independent Examiner.

Councillor Bruce De Saram endorsed the submission and thanked those parties involved in its production.

RESOLVED:

1. that Members note the formal submission of the Exmouth Neighbourhood Plan and the producers of the plan be congratulated on their dedicated hard work and commitment in producing the document, and
2. that this council make the proposed representation set out at paragraph 5.2 in the report, together with the additional comment on EN3, in response to the consultation.

REASON:

To ensure that the view of the District Council was recorded and informed the consideration of the Neighbourhood Plan by the Independent Examiner.

***69 The Rockbeare Neighbourhood Plan to be formally 'made'**

The Rockbeare Neighbourhood Plan had now passed referendum and must be formally 'made' by East Devon District Council in order to form part of the development plan.

RESOLVED:

1. that the Rockbeare Neighbourhood Plan is 'made' so it forms part of the development plan, and
2. that the Neighbourhood Plan group be congratulated on their hard work and advised that once 'made' the Neighbourhood Plan would carry full weight in the planning decision making process.

REASON:

The Rockbeare Neighbourhood Plan received a majority 'yes' vote in their referendum as required by the regulations and there was no substantive reason not to 'make' the Plan.

***70 Monthly Performance reports – August 2018**

The report set out performance information for the 2017/18 financial year for August 2018 was supplied to allow Cabinet to monitor progress with selected performance measures and identify any service areas where improvement was necessary.

There were three indicators showing excellent performance:

1. Days taken to process changes to Housing Benefit claims

2. Percentage of planning appeal decisions allowed against the authority's decision to refuse
3. Percentage of Non-domestic Rates Collected

There were two performance indicators showing as concern:

1. Days taken to process new Housing Benefit claims - Current working through a transition period to Universal Credit was impacting on performance indicators.
2. Working days lost due to sickness absence - There had been a significant increase this year in employees who had been absent for two months or more as a result of surgery and serious health issues for 2 or months – these cases were all being proactively managed through HR and reference to Occupational Health advice to facilitate a return to work as soon as possible.

RESOLVED:

that the progress and proposed improvement action for performance measures for the 2017/18 financial year for August 2018 be noted.

REASON:

the performance reports highlighted progress using a monthly snapshot report; SPAR report on monthly performance indicators and system thinking measures in key service areas including Development Management, Housing and Revenues and Benefits.

***71 Formal and Ombudsman complaints 2017/18**

The report provided information on complaints received during 2017/18. Fewer complaints had been received at “stage 1” of the complaints process compared to the previous year. Of the 23 complaints closed by the Local Government Ombudsman during the year, five were upheld.

A trend identified from complaints submitted related to keeping customers informed. The Strategic Management Team has picked this up for action.

RESOLVED:

that Cabinet noted the report and continued to encourage the local resolution of complaints.

REASON:

To continue to improve the way the Council handled; and learned from, complaints.

***72 Exemption to Standing Orders for Audio Visual equipment at Blackdown House**

To note an Exemption to Contract Standing Orders had been approved to enter into a contract with Public-i for the supply, installation, commissioning and satisfactory completion of the Audio Visual equipment and to seek Cabinet support for the action taken.

Councillor Steve Gazzard was given confirmation that provision for those with visual impairment had been made.

RESOLVED:

that the action taken of an Exemption from Contract Standing Orders for Audio Visual Installation at Blackdown House, be supported.

REASON:

Exemption from Contract Standing Orders had been sought and approved.

73 **Modern.gov software and extending functions to existing conference system**

The report outlined a business case for the purchase and implementation of Modern.gov and its associated tablet app for accessing meeting documentation. This dovetails with the Council's Transformation Strategy to improve efficiency, as well as continue to further improve the agreed position of operating "paper light" meetings for both Members and Officers. The report also covered enhancing the current conference system for committee meetings to enable voting functionality and queuing of speakers.

The Leader commented on the advantage of the software and welcomed the benefits, including standardising calendar appointments. The Portfolio Holder for Corporate Services had received unprompted comments from Exeter City Council Members on the ease of use of the app in accessing agendas.

RESOLVED:

that the adoption of Modern.gov software to deliver the improved functionality around the governance arrangements (meeting documentation, timetables, register of interests and the gift and hospitality register) and the extension of functions to the existing Chamber conference system, be agreed.

RECOMMENDED:

That monies be allocated to implement the adoption of Modern.gov software, and the extension of functions to the existing conference system from the Transformation Budget, and to agree to the annual licence costs on an ongoing basis.

REASON:

1. There are clear efficiencies that can be delivered in utilising the software, as well as reaching the target for paper light meetings;
2. Extending the functionality will enable improved management of meetings and therefore a more positive meeting experience for both Members and the public.

*74 **House of Lords Select Committee on Regenerating Seaside Towns and Communities – call for evidence**

The House of Lords Select Committee on Regenerating Seaside Towns and Communities was appointed by the House on 17 May 2018. The remit of the Committee is "to consider the regeneration of seaside towns and communities". The Committee will explore a number of key issues in detail and has issued a public call for written evidence to a list of questions. Overview Committee considered and debated a draft submission on the 27 September 2018 and asked the Deputy Chief Executive to bring forward a further draft to Cabinet. The final document will be submitted to both the House of Lords Select Committee before the 9 October 2018, and to the Local Government Association Coastal Special Interest Group workshop on 31 October 2018.

RESOLVED:

that the agreed response is submitted to both The House of Lords Select Committee before the 9 October 2018 and to the Local Government Association Coastal Special Interest Group workshop on the 31 October 2018.

REASON:

The Council has a wealth of information and experience to offer The House of Lords Select Committee on Regenerating Seaside Towns and Communities.

***75 Exclusion of the public**

that under Section 100(A) (4) of the Local Government Act 1972 and in accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public (including the press) be excluded from the meeting as exempt and private information (as set out against each Part B agenda item), is likely to be disclosed and on balance the public interest is in discussing the items in private session (Part B).

76 Commercial Property Investment: V-Sim Building, Science Park

The Cabinet explored an opportunity to fund the construction of a purpose built facility on Exeter Science Park.

RECOMMENDED:

That a sum up to £5,815,000 be made available for investment in the V-Sim Building at Exeter Science Park.

RESOLVED:

That authority be delegated to the Deputy Chief Executive, in consultation with Strategic Lead for Finance and Strategic Lead for Governance and Licensing, to undertake due diligence, negotiate, and agree detailed terms and conditions and complete related documentation to enable the investment to proceed.

REASON:

1. To provide funding for investment;
2. To support the Council in generating the £450,000 additional net income from property investment as per the Medium Term Financial Plan and Transformation Strategy;
3. To enable the Council to act in a commercial and agile manner to ensure this investment is deliverable within the required timeframe and to the required investment objectives.

Attendance list

Present:

Portfolio Holders:

Ian Thomas	Leader
Phil Skinner	Deputy Leader / Economy
Dean Barrow	Finance
Alan Dent	Corporate Services
Paul Diviani	Strategic Development
Jill Elson	Sustainable Homes and Communities
Tom Wright	Environment

Cabinet apologies:

Geoff Pook	Asset Management
Marcus Hartnell	Deputy Portfolio Holder Environment

Non-Cabinet apologies:

Mark Williamson
Tim Dumper
Ian Hall
Eileen Wragg
Roger Giles
Simon Grundy
John O'Leary
Brenda Taylor

Also present (for some or all of the meeting)

Councillors:

Brian Bailey
Bruce de Saram
Pauline Stott
Cherry Nicholas
Eleanor Rylance
Peter Faithfull
Ben Ingham
Megan Armstrong
Andrew Moulding
Graham Godbeer
Maddy Chapman
Marianne Rixson
Steve Gazzard
Geoff Jung
Colin Brown
Mike Howe
Helen Parr
John Dyson
Steve Hall

Also present:

Officers:

Mark Williams, Chief Executive
Richard Cohen, Deputy Chief Executive
Simon Davey, Strategic Lead Finance
John Golding, Strategic Lead Housing, Health and Environment
Henry Gordon Lennox, Strategic Lead Governance and Licensing
Ed Freeman, Service Lead Planning
Tim Child, Property and Estates Manager
Anita Williams, Principal Solicitor and Deputy Monitoring Officer
Debbie Meakin, Democratic Services Officer

Officer apologies:

Karen Jenkins, Strategic Lead Organisational Development and Transformation

Chairman Date.....

EAST DEVON DISTRICT COUNCIL

Forward Plan of Key Decisions - For the 4 month period 1 December 2018 to 31 March 2019

This plan contains all the (i) important decisions that the Council and (ii) Key Decisions that the Council's Cabinet expects to make during the 4-month period referred to above. The plan is rolled forward every month.

Key Decisions are defined by law as “**an executive decision** which is likely:–

- (a) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the Council's area

In accordance with section 9Q of the Local Government Act 2000, in determining the meaning of “significant” in (a) and (b) above regard shall be had to any guidance for the time being issued by the Secretary of State.

A public notice period of 28 clear days is required when a Key Decision is to be taken by the Council's Cabinet even if the meeting is wholly or partly to be in private. Key Decisions and the relevant Cabinet meeting are shown in bold.

The Cabinet may only take Key Decisions in accordance with the requirements of the Executive Procedure Rules set out in Part 4 of the Constitution and the Local Authorities (Executive Arrangements)(Meetings and Access to information)(England) Regulations 2012. A minute of each key decision is published within 2 days of it having been made. This is available for public inspection on the Council's website <http://www.eastdevon.gov.uk>, and at the Council Offices, Knowle, Sidmouth, Devon. The law and the Council's constitution provide for urgent key decisions to be made without 28 clear days' notice of the proposed decisions having been published. A decision notice will be published for these in exactly the same way.

This document includes notice of any matter the Council considers to be Key Decisions which, at this stage, should be considered in the private part of the meeting and the reason why. Any written representations that a particular decision should be moved to the public part of the meeting should be sent to the Democratic Services Team (address as above) as soon as possible. **Members of the public have the opportunity to speak on the relevant decision at meetings (in accordance with public speaking rules) unless shown in italics.**

Obtaining documents

Committee reports made available on the Council's website including those in respect of Key Decisions include links to the relevant background documents. If a printed copy of all or part of any report or document included with the report or background document is required please contact Democratic Services (address as above).

Decision		List of documents.	Lead/reporting Officer	Decision maker and proposed date for decision	Other meeting dates where the matter is to be debated / considered	Operative Date for decision (assuming, where applicable, no call-in)	Part A = Public meeting Part B = private meeting [and reasons]
1.	Supporting the Growth of the Airport and its Role as an Economic Driver		Deputy Chief Executive	Cabinet	Council		Part A
2.	Asset management in the council and the importance of centralising asset intelligence to strategically manage the portfolio		Deputy Chief Executive	Cabinet			Part A

3.	Commercial Property Investment Framework		Deputy Chief Executive	Cabinet 28 November 2018	Special Asset Management Forum (TBA) Council 12 December 2018	13 December 2018	Part A
4.	Queen's Drive update		Deputy Chief Executive	Cabinet 28 November 2018		6 December 2018	Part A
5.	Beer Pilot		Deputy Chief Executive	Cabinet 2 January 2019	Asset Management Forum 6 December 2018 Council 27 February 2019	28 February 2019	Part A
6.	Delivery of Cranbrook Town Centre		Deputy Chief Executive	Cabinet 28 November 2018	Council 12 December 2018	13 December 2018	Part A
7.	Axmouth Harbour Safety Management System		Strategic Lead Housing, Health & Environment	Cabinet 28 November 2018	Council 12 December 2018	13 December 2018	Part A
8.	Seaton Seafront		Deputy Chief Executive	Cabinet 2 January 2019	Asset Management Forum 6 December 2018 Council 27 February 2019	28 February 2019	Part A

Table showing potential future important / key decisions which are yet to be included in the current Forward Plan

Future Decisions		Lead / reporting Officer	Consultation and meeting dates (Committees, principal groups and organisations) To be confirmed	Operative Date for decision To be confirmed
1	Drill Hall update	Deputy Chief Executive	Cabinet 28 November 2018 Council 12 December 2018	13 December 2018
2	HotSW Joint Committee		Heart of the South West Productivity Strategy	

The members of the Cabinet are as follows: Cllr Ian Thomas (Leader of the Council and Chairman of the Cabinet), Cllr Paul Diviani (Strategic Development Portfolio Holder), Cllr Iain Chubb (Transformation Portfolio Holder), Cllr Philip Skinner (Economy Portfolio Holder), Cllr Tom Wright (Environment Portfolio Holder), Cllr Marcus Hartnell (Deputy Environment Portfolio Holder), Cllr Dean Barrow (Finance Portfolio Holder), Cllr Jill Elson (Sustainable Homes and Communities Portfolio Holder), Cllr Alan Dent (Corporate Services Portfolio Holder), Cllr Geoff Pook (Asset Management Portfolio Holder). Members of the public who wish to make any representations or comments concerning any of the key decisions referred to in this Forward Plan may do so by writing to the identified Lead Member of the Cabinet (Leader of the Council) c/o the Democratic Services Team, Council Offices, Knowle, Sidmouth, Devon, EX10 8HL. Telephone 01395 517546.

November 2018

EAST DEVON DISTRICT COUNCIL

Minutes of a meeting of the Asset Management Forum held at Knowle, Sidmouth on 6 September 2018

Attendance list at end of document

The meeting started at 10.05am and ended at 11.45am.

***12 Public speaking**

There were no public speakers at the meeting.

***13 Report of previous meeting and actions from last meeting**

The report of the previous meeting held on 14 June 2018 was confirmed as a true record. Most actions were covered with the agenda items for this September meeting; however the planned demonstration of the Uniform based Asset Management software was now deferred to the next meeting. This was to allow some further work to it, in order to demonstrate not only the current use of the software, but also the potential use.

***14 Declarations of interest**

Councillor Skinner – personal interest as Board Member of the Science Park
Councillor Barrow – personal interest as Shareholder of the Science Park

***15 Role of Asset Management Forum**

The Forum had already discussed, at their previous meeting, the proposal for the Property & Estates Service to have strategic oversight of all EDDC non-dwelling assets along with providing advisory support for HRA dwellings. The Property & Estates Service would hold the financial and property record data for all council property assets excluding Housing Revenue Account (HRA) dwellings and be responsible for ensuring a better understanding of the performance of each asset and making strategic property decisions based on that data.

Since then progress had been made with discussions at Strategic Management Team on the practical issues of how to deliver the centralising of asset intelligence to strategically manage the portfolio. A further report would come back to the Forum as this is progressed.

Clarity was sought over the inclusion or exclusion of HRA assets. The Chairman explained that this proposal would not be removing any day-to-day responsibilities from one service area to another. It related to holding the information about all assets that were not an HRA dwelling in one place and that data being used for strategic decisions. It would also bring a consistency to how assets were dealt with across the Council.

ACTION That the progress on this proposal be brought to a joint meeting of the Strategic Management Team and Cabinet if possible, to enable further discussion and agreement on implementation.

RESOLVED That the progress to date be noted.

***16 Performance Dashboard**

The Forum was presented with the first version of the Performance Dashboard. Tim Child, Senior Manager - Property and Estates, helped familiarise the Forum with its contents, highlighting:

- traffic light system for the key projects;

- Useful performance data such as rent roll (total rental income from land and property); number of assets held for sale; completed works; capital receipt total; capital spend to budget; and maintenance spend to budget;
- Comparison data over time to manage performance – for example, the Forum would be looking for an increase in rent roll over time and delivery towards 100% of anticipated spend as year progresses;
- One page format so all strategic level information in one place.

Comments made and issues brought up on the dashboard included:

- Seeking clarity on how overage payments from developers were allocated to budget – was this money ring-fenced for affordable housing or allocated elsewhere?
- Data for the capital spend to budget and maintenance spend to budget was still being compiled and would be in place for the next production of the dashboard;
- Helpful to see snapshot of day to day maintenance works completed as well as data on new leases and the element of those that had increased in value;
- Red RAG status on Sports and Social Club tenure arrangements gave rise to discussion on considering strategic needs for sports pitches when beginning negotiations on lease renewal. In particular, Exmouth Rugby Club was quoted as an example, as was Seaton Football Club. In response, it was confirmed that the existing process was generally for a report, containing the views of the local ward member(s) would go to the Portfolio Holder for a decision. A request was made that more Member involvement was required, particularly with the Portfolio Holder for Economy, before key leases had expired and negotiations had begun so as to identify and address wider considerations.

ACTION a) Obtain information on what budget the overage payments were paid into;
b) Research ease of providing list of leases coming up for renewal for the Forum, whereby they could then select those they considered were of key importance strategically that needed discussion before negotiation proceeded either inside / outside of Forum.

RESOLVED that the Performance Dashboard be welcomed and provided as a standing item for future meetings of the Forum.

***17 Successes Newsletter**

The drafted newsletter was circulated at the meeting for the Forum to consider.

The purpose of the newsletter was to raise awareness of the breadth of work undertaken by Property & Estates, successful projects completed and positive progress on others. Some of the articles would be used by the Communications Team for social media good news stories.

The views of the Forum on the newsletter were:

- Happy with the concept of promoting good news stories but not sure if the format suggested was right in the long term;
- If continue to use, ensure meets visual guidelines set for council publications, even if only for the consumption of Members. All communication needs to be consistent in format and quality regardless of intended audience.

ACTION To check that newsletter meets visual guidelines set for Council publications and assess best means of circulation depending on sensitivity of the content.

RESOLVED to note the content of the Successes Newsletter

***18 Seaton Workshops update**

Colin Whitehead, Principal Building Surveyor, gave an update on the current position for the two sites at Fosseyway and Colyford Road.

The project initiation document (PID) was currently being prepared. There were also some issues to be resolved, such as simplifying the design of the workshops that would mean a delay in the project but the completion date of October 2019 was still at this stage possible. There is also work needed around underlying strategy for these 2 sites.

ACTION For the workshops project to be added to the list of projects monitored by the Capital Strategy and Allocation Group once a PID has been taken through the Council's Senior Management Team.

RESOLVED that the update on Seaton Workshops be noted.

***19 Budleigh Salterton Beach Store**

A report has been prepared for consideration by the Asset Management Portfolio Holder which recommends the disposal of the site via auction with the Senior Manager, Property & Estates given delegated authority to agree the detailed terms, guide and reserve prices with the auctioneer.

RESOLVED that the update on the Budleigh Salterton Beach Store be noted.

***20 Former Searchlight Emplacement Building, Esplanade, Seaton**

A report has been prepared for consideration by the Asset Management Portfolio Holder which recommends the disposal of the site via auction with the Senior Manager, Property & Estates given delegated authority to agree the detailed terms, guide and reserve prices with the auctioneer.

Both this and the previous item will be, subject to Portfolio Holder approval, taken to auction in October.

RESOLVED that the update on the Former Searchlight Emplacement Building be noted.

***21 Newton Poppleford Public Conveniences**

This project was nearing completion, with the heads of terms sent to Newton Poppleford Parish Council and solicitors instructed.

RESOLVED that the update on the Newton Poppleford Public Conveniences be noted.

***22 Update on current commercial property investment opportunities being explored**

Two proposals were under consideration as investment opportunities:

- a) Ocean building in Exmouth currently for sale with a guide of £2.7m.. The Council owns the land, along with some neighbouring parcels of land. The building is leased by LED on a 25 year lease;
- b) A tenant requiring a long term lease has been secured by Exeter Science Park Ltd for the Exeter Science Park. The Council is considering funding this as part of its new approach to commercial property investment.

Both proposals are being considered and more detail will follow if either opportunity is progressed.

RESOLVED that the update be noted.

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

Councillors:

Dean Barrow

Paul Diviani

Andrew Moulding

Geoff Pook (Chairman)

Philip Skinner

Ian Thomas

Also Present:

Pauline Stott

Apologies:

Marianne Rixson

Alan Dent

Officers present:

Richard Cohen, Deputy Chief Executive

Tim Child, Senior Manager - Property and Estates

Colin Whitehead, Principal Building Surveyor

Rob Harrison, Senior Estates Surveyor

Adrian Priest, Estates Surveyor

Debbie Meakin, Democratic Services Officer

Chairman Date.....

Recommendations for Cabinet that will resolve in an action being taken:

Housing Review Board on 20 September 2018

Minute 22 Installation of defibrillators across East Devon

RECOMMENDED by the Housing Review Board:

that Cabinet approve that lifesaving defibrillators be installed and maintained at housing community centres across the district.

Minute 23 Housing Green Paper – a new deal for social landlords

RECOMMENDED by the Housing Review Board:

that Cabinet consider the contents of the social housing Green Paper, and agree the Strategic Lead – Housing, Health and Environment’s response on the key issues being proposed for the social housing sector.

Minute 24 Consultation on the use of receipts from Right to Buy sales

RECOMMENDED by the Housing Review Board:

that Cabinet approve the response to the consultation on the use of Right to Buy receipts contained in appendix 1 to the report.

Minute 27 Lift replacement at Poplar Mount, Axminster

RECOMMENDED by the Housing Review Board:

that Cabinet approve the urgent replacement of three lifts at Poplar Mount, Axminster, with delegated responsibility given to the Senior Technical Officer for Asset Management and Compliance to determine the most effective and suitable scheme for replacement.

Minute 28 Roof replacement, various sites

RECOMMENDED by the Housing Review Board:

that Cabinet approve the request for additional funding from the HRA (£334, 492.06) for the re-roofing programme.

Minute 30 Legionella policy

RECOMMENDED by the Housing Review Board:

that Cabinet approve the revised legionella policy

Minute 31 House of multiple occupation purchase, Exmouth

RECOMMENDED by the Housing Review Board:

that Cabinet approve:

1. that this type of accommodation would be a beneficial addition to the Council's property portfolio, in doing so helping to reduce the need to source and pay for emergency accommodation within the private sector.
2. that the Housing Service ensures that adequate provision is put in place to effectively manage the house of multiple occupation and support tenants, as necessary.
3. that a budget be agreed of up to £500,000 from the Housing Revenue Account to include funding from Right to Buy receipts.

Minute 33 Draft of the Annual Report to Tenants 2017/18

RECOMMENDED by the Housing Review Board:

1. that Cabinet approve the content of the annual report to tenants, subject to the information being graphically designed for reproduction in the December Housing Matters magazine.
2. that every district councillor receive a copy of the annual report to tenants 2017/18 in their pigeon holes.

EAST DEVON DISTRICT COUNCIL

Minutes of a Meeting of the Housing Review Board held at Exmouth Town Hall, Exmouth on 20 September 2018

Attendance list at end of document

The meeting started at 2.30pm and ended at 4.45pm.

***17 Public speaking**

There were no questions raised by members of the public

***18 Minutes**

The minutes of the Housing Review Board meeting held on 21 June 2018 were confirmed and signed as a true record. The Chairman announced that with regret tenant member Sue Saunders had resigned from the Board due to ill health. It was noted that this meant there was now another vacancy on the Board for a tenant/leaseholder representative.

***19 Declarations of Interest**

Mike Berridge: Personal interest - family member lives in a Council owned property and a housing tenant.

Peter Sullivan: Personal interest – housing tenant.

***20 Forward plan**

The Strategic Lead, Housing, Health and Environment presented the forward plan and advised Members that the forward plan acted as a reminder of agenda items to come forward to future meetings. Members were reminded that they could add further issues to the next forward plan by informing either himself or the Democratic Services Officer.

RESOLVED: that the forward plan be noted.

***21 Community Development update**

The Housing Review Board received a presentation informing them of the activities and projects that Community Development Workers had undertaken. It also promoted further work that was to be undertaken to deliver all four Council priorities. The presentation included:

- SWITCH – the youth work sessions, fun days and festivals and Easter residentials.
- Community work – supporting community groups such as The Ottery Station, Open Arms.
- Running Honiton Dragons' Den.
- Early Help involvement – supporting families identified as needing additional support under early help and safeguard criteria.
- Right Track Program.
- South West Youth Games.
- Youth tenant conference
- Littleham Hub – mapping services and using an Asset Based Community Development approach to guide our next steps in supporting the people of Littleham.
- IT support for Universal Credit.
- Sidmouth family adventure days
- Enabling community-led community development - working with strategic and community-based partners to support the health and wellbeing networks emerging in many East Devon towns, and linking them up with social prescribing initiatives.

It was noted that the events were inclusive and that no one was discriminated against. Many opportunities were for the whole community, not just housing tenants. Referrals were received from social services and the police as well as self referrals for some of the schemes. The team helped to make families 'better families'.

The Board thanked the Community Development Workers for their presentation and congratulated them on their successful work. A request was made for the presentation to be appended to the minutes of the meeting.

RESOLVED:

1. that the Housing Review Board note the work of the Community Development team,
2. that the community development presentation be appended to the minutes of the meeting.

22 Installation of defibrillators across East Devon

The Chairman agreed for this item to be brought forward on the agenda as tenant Mike Passant had attended the meeting to discuss the installation and use of defibrillators.

The Landlord Services Manager's report brought to the Board's attention an exciting opportunity to help prolong lives in East Devon by installing defibrillators in community centres across the district.

The report proposed 12 suitable locations across the district:

- Ratcliffe House, Palmer House, Morgan Court, Albion Court, Bidmead community centres in Exmouth
- Park Close community centre in Woodbury
- Churchill Court community centre in Lypstone
- Broadview community centre in Broadclyst
- Trumps Court and Lymebourne community centres in Sidmouth
- Millwey community centre in Axminster
- Dunning Court community centre in Honiton

The defibrillators would be placed on the outside of the buildings so that they were continuously accessible to the whole community. The cost for 12 such units would be approximately £14,000 - £16,000, and it was proposed that this would come from the Housing Revenue Account. Mobile support officers could make the necessary monthly checks of the equipment. It was pointed out that there was a need to replace the pads when units had been used.

RECOMMENDED: that Cabinet approve that lifesaving defibrillators be installed and maintained at Housing community centres across the district.

23 Housing Green Paper – A new deal for social housing

The Board received the Strategic Lead – Housing, Health and Environment's report which summarised the detail of the Housing Green Paper and outlined suggestions that could form the basis of EDDC's response. The Housing Green Paper had been published in mid-August as a consultation on a number of changes being considered for social housing. Consultation would run until 6 November 2018. Much of the publication focused on regulation, tenant empowerment, complaints the stigma associated with social housing, safe and decent housing and expanding the supply of social housing and supporting home ownership.

The five core themes of the Green Paper were:

- Tackling stigma and celebrating thriving communities.
- Expanding supply and supporting home ownership.
- Effective resolution of complaints.
- Empowering residents and strengthening the regulator.
- Ensuring homes are safe and decent.

Whilst it was recognised that there were some positives it was felt that the Green Paper was a missed opportunity to comprehensively address some of the big housing issues facing the country, and as such was regarded as underwhelming as a social policy document. The Strategic Lead – Housing, Health and Environment, in consultation with the Chairman of the Board and the Portfolio Holder for Sustainable Homes and Communities would produce a reasoned response to the consultation and circulate a copy of the response to members.

RECOMMENDED: that Cabinet consider the contents of the social housing Green Paper, and agree the Strategic Lead – Housing, Health and Environment’s response on the key issues being proposed for the social housing sector.

24 Consultation on the use of receipts from Right to Buy sales

The Strategic Lead – Housing, Health and Environment presented to the HRB a report summarising the detail of the Ministry of Housing, Communities and Local Government consultation on the use of receipts from Right to Buy sales. The report also presented the proposed response from EDDC’s Housing service, strongly advocating greater control over the use of Right to Buy receipts for local authorities. Consultation would close on 8 October 2018.

The message conveyed through the proposed response was that decisions over how Right to Buy receipts were used should be the responsibility of local housing authorities rather than central government, with decisions on spending approved through existing committee structures. Right to Buy receipts should be spent on replenishing council housing stock. The response also suggested that the level of discount available to purchasers should be determined locally to reflect the unique housing market and demands.

RECOMMENDED: that Cabinet approve the response to the consultation on the use of Right to Buy receipts contained in appendix 1 to the report.

***25 Award of the integrated asset management procurement contract**

The Board considered the report of the Property and Asset Manager, which updated members on progress made on the procurement of the Integrated Asset Management Contract, and sought agreement of the recommendations contained within the September 2018 Cabinet report. The report outlined the progress that had been made since June 2018 and sought approval to appoint a contractor to provide the services specified in the contract and procurement documentations, subject to a satisfactory outcome to the Leaseholder Consultation period (which was due to end on 24 September 2018).

Cabinet approval had already been sought to appoint Bidder A, who the Property and Asset Manager named as Ian Williams during the meeting, to deliver the new service subject to no negative and significant feedback from leaseholders. Statutory Standstill Letters (Alcatel) were issued to the unsuccessful bidders on the 6 September 2018. The standstill period was for ten days and so it was now possible to enter into contract with the preferred bidder, subject to the results of the leaseholder consultation. Once the contract was awarded a

mobilisation period for the new contractor would start.. The performance of the incumbent contractors would need to be managed during this period to ensure that tenants continued to receive a high quality service and seamless transition. It was important that tenants were involved in the exit strategy and mobilisation process and communication would be critical. It was noted that tenants would like to invite Ian Williams to the tenants' conference.

A draft contract had been available to bidders throughout the procurement and inevitably there would be a period of final drafting and both parties agreeing final terms and conditions. The next report to the Board would detail the mobilisation process that would be undertaken over the coming months in the run up to the start of the new contract. The procurement team in their current form would be disbanded and a new mobilisation team would be established with the various skills and expertise that would be required to ensure everyone was appropriately prepared and ready to enter into new contracting arrangements.

The Property and Asset Manager outlined some information about Ian Williams and encouraged members to look at their website for more information. It was noted that Ian Williams had expressed a desire to meet the Board at a future meeting as well as link with other tenant forums.

RESOLVED:

1. that the Board note the Cabinet decision for the approval of Bidder A (Ian Williams) to deliver and operate the services specified in the contract and tender documents. This would be subject to a satisfactory outcome of a statutory leaseholder consultation process.
2. that the Board note the Cabinet decision to give delegated authority to the Strategic Lead (Housing, Health and Environment) and the Strategic Lead (Legal, Licensing and Democratic Services) to negotiate and complete the contract.

***26 Revision to the tenancy agreement**

The Housing Needs and Strategy Manager advised the Board that in consultation with the Chairman the decision had been taken to remove the draft tenancy agreement from the agenda.

Officers had consulted widely on the agreement over the last six months to ensure that the new agreement complied with current legislation and EDDC's Housing Policies. However, to ensure that the new agreement was as legally "watertight" as possible, Andrew Lane, barrister at Cornerstone Chambers had been asked to review the document before submitting it to HRB for consideration.

Whilst this would add a delay to the planned timetable for the implementation of the new tenancy agreement, it was felt that it was prudent to take this extra time to ensure that the tenancy agreement was legally robust. Once advice had been received from Mr Lane officers would look to submit the final draft to the November meeting of the Housing Review Board, with a view to beginning statutory consultation with tenants on 13 December 2018.

RESOLVED: that for the reasons outlined during the meeting, consideration of the revised tenancy agreement be deferred to a future Housing Review Board meeting.

27 Lift replacement at Poplar Mount, Axminster

The Property and Asset Manager's report asked the Board to consider the urgent replacement of lifts to ensure tenants' homes were accessible at all times. The three current lifts at Poplar Mount, Axminster, a sheltered housing scheme, were over 50 years old. They were much smaller in size than the average lift, which was a regular complaint from tenants who lived in the three blocks of flats. The lifts were becoming increasingly difficult to keep running due to the type and age of parts and the maintenance contractors had warned that on breakdown of certain parts it would be unlikely that the appropriate replacement parts could be sourced to repair the lifts. Currently if the lifts were not available then the occupants of 6-8 flats would need to be rehoused immediately.

There were three options for the lifts outlined in the report:

1. Leave the lifts running as they were currently and wait for complete breakdown.
2. Close the lifts down now, preventing the risk of the lifts failing.
3. Replace all three lifts to fully comply with current building regulations. Replacement in the current format was not an option. The two options to replace the lifts were:
 - a) Construct new lifts within the footprint of the existing blocks. This would require re-modelling of individual flats to accommodate the new lift shafts and access to the lifts.
 - b) Construct external lift shafts at the rear of the existing block. This would impact three flats in each block.

Significant building works would be required for both options a and b, in addition to the cost of the replacement lifts. It was recommended to the Board that delegated authority be given to the Senior Technical Officer for Asset Management and Compliance to specify the most suitable option for lift replacement in accordance with an in depth feasibility study of the site, cost implications, as well as the opportunity for tenant consultation to achieve an outcome favoured by the majority of tenants.

RECOMMENDED: that Cabinet approve the urgent replacement of three lifts at Poplar Mount, Axminster, with delegated responsibility given to the Senior Technical Officer for Asset Management and Compliance to determine the most effective and suitable scheme for replacement.

28 Roof replacement, various sites

The Senior Technical Officer – Asset Management and Compliance' report proposed additional expenditure to complete roof replacement works to a number of Council properties, as outlined in the report. Over the past few years numerous problems had been experienced with the roofs, leading to increased expenditure in maintaining the roofs on a reactive basis. The original roof coverings had not been replaced and repairs had been carried out over a number of years with increasing regularity, so much so that it was considered that economically re-roofing was the best solution. The re-roofing work would be managed and carried out as a single project, overseen by one of the Programmed Works Officers.

RECOMMENDED: that Cabinet approve the request for additional funding from the HRA (£334, 492.06) for the re-roofing programme.

***29 Compliance monitoring**

The Board considered the report of the Property and Asset Manager which raised awareness of compliance matters that related to management of the Council's housing stock.

The Board were shown a brief video which demonstrated a recent piece of work that involved commissioning an external specialist to inspect the installation of fire doors within the Council's housing stock. The video would also be published as part of Fire Door Safety awareness week, 24 – 30 September. During the week awareness would be raised through staff training initiatives, social media platforms as well as tenant awareness such as an article in the next Housing Matters magazine.

RESOLVED: that the Housing Review Board note the progress that was being made with all aspects of health and safety compliance in relation to the management of Council housing stock.

30 Legionella policy

The Property and Asset Manager's report informed members of the Council's responsibilities in relation to legionella management within its housing stock.

Legionella bacteria were found naturally in water sources and could multiply in domestic water systems given the right conditions of temperature and nutrients. Inhalation or ingestion of legionella bacteria can cause a potentially fatal form of pneumonia called Legionnaires disease, as well as other less serious illnesses. As a landlord the Council had a duty of care to ensure that residents and visitors can live in their homes and use the facilities safely. This extended to ensuring that residents and visitors were safe from risks associated with legionella bacteria and other contaminants. The management of legionella came under a range of legal and guidance documents.

Legionella management was an area of compliance that the Council must ensure it was managing robustly with the support of an appropriate management policy. It was necessary to demonstrate compliance with the relevant legislation through the creation of a specific policy that sets out how it will manage and control the risks associated with legionella within the housing stock, staff offices and community buildings. The Housing Legionella Policy was presented to the Board in January 2017 and it had since been revised.

Members of the Board were asked to approve the revised policy, which would be reviewed on a three year basis or sooner if there was a change in legislation.

RECOMMENDED: that Cabinet approve the revised legionella policy.

31 House of multiple occupation purchase, Exmouth

The report of the Housing Enabling and Allocations Manager set out a proposal to purchase a suitable property to use as a house of multiple occupation (HMO).

The demand for using emergency accommodation such as bed & breakfast had increased significantly over the last few years as homelessness levels have risen immensely both nationally and regionally. Furthermore, the additional responsibilities placed upon local authorities through the Homelessness Reduction Act have also added greatly to the overall use of emergency accommodation. Local authorities now need to accommodate people from homeless situations for a significantly longer period than previously. These factors have dramatically raised the levels of expenditure that the Council spends on emergency accommodation. The actual cost of emergency accommodation was much higher than forecasted.

By securing a suitable property to use as an HMO it would save on B&B costs and was expected to generate savings for the Council. It also provided reliable and quickly accessible accommodation for those in greatest need without the disruption of moving

between establishments on a regular basis, as well as saving Housing Officer time in trying to attempt to find suitable bed and breakfast establishments that had vacancies and would accept that client group. It was envisaged that an HMO would be available to single individuals, and in some cases couples who were considered to be in housing need.

Tenants would be expected to abide by the terms contained within the licence agreement, which would be adapted from the existing licence that exists for the shared house in St Andrews Road, Exmouth, taking into account the change of purpose (short term emergency accommodation to meet our obligations under homelessness legislation). It was likely that some tenants would remain in the HMO for a number of months whilst others may only stay for a few days / weeks whilst being assessed by the Housing Options Team. The overarching aim was to help the licensee's to move to more permanent accommodation.

The Board agreed that this type of accommodation would be a beneficial addition to the Council's property portfolio. It would help to reduce the need for private temporary accommodation and housing those in greatest housing need. It was important that the Housing Service ensured that adequate provision was put in place to effectively manage the HMO and support licensees when necessary. If the current property being considered was no longer available, a suitable alternative property should be sought.

The Portfolio Holder for Sustainable Homes and Communities requested greater support from social services and Devon Partnership Trust (DPT). EDDC had a duty to house people, many of which had mental health issues, and Devon County Council and DPT had a duty to continue support these people.

RECOMMENDED: that Cabinet approve:

1. that this type of accommodation would be a beneficial addition to the Council's property portfolio, in doing so helping to reduce the need to source and pay for emergency accommodation within the private sector.
2. that the Housing Service ensures that adequate provision is put in place to effectively manage the house of multiple occupation and support tenants, as necessary.
3. that a budget be agreed of up to £500,000 from the Housing Revenue Account to include funding from Right to Buy receipts.

***32 Adaptations to council properties**

The Property and Asset Manager's report updated the Housing Review Board on the increasing need and demand from tenants in relation to adaptations within Council properties. It was important to deliver a consistent approach to adaptations, as set out in the revised Landlord Disabled Adaptation Policy (approved by the Board in January 2017). Application of this policy presented problems, particularly when considering adaptations to a property that was being under-occupied.

There had been a 41% increase in requests for adaptations to properties from 2016/17 to 2017/18. The requests were a combination of minor and major adaptations. The solutions were not always straight forward and in many cases officers would carry out a number of site visits with tenants/contractors to ensure there was clarity and understanding of what was trying to be achieved.

To ensure a cost effective process, adaptations were now tendered as part of larger contracts. This significantly reduced the cost of the adaptations, but also meant that in some cases tenants had to wait longer for them to take place. The contracts were

managed robustly, with regular inspections to ensure the standard of work met expectations.

The Landlord Disabled Adaptation Policy was due for review in January 2019 and HRB members would receive an updated policy for approval at that meeting. As part of consultation with tenants a satisfaction form was being created for tenants to complete once adaptations works were complete in their homes. This would provide valuable feedback.

RESOLVED: that the Housing Review Board note the progress being made in relation to ensuring the Landlord Disabled Adaptation Policy was being applied consistently and that tenants were being supported to live independently in their homes.

33 Draft of the Annual Report to Tenants 2017/18

The draft of the annual report to tenants for 2017/18 was presented to the Board. The draft was in word text format and would be graphically designed once the wording had been finalised. The Board felt that every District Councillor should receive a copy of the annual report.

RECOMMENDED:

1. that Cabinet approve the content of the annual report to tenants, subject to the information being graphically designed for reproduction in the December Housing Matters magazine.
2. that every district councillor receive a copy of the annual report to tenants 2017/18 in their pigeon holes.

***34 Rent payment cards**

The Landlord Services Manager's report explained to the Board the reasons why rent payment cards were issued to tenants in April 2018. In November 2017 Strata informed the Housing Service that they could no longer support the voucher book payment process. A decision was required quickly in order to achieve the statutory deadlines required as part of the year-end rental procedures. Consent was gained from the Strategic Lead, but there was not time to get a new system in place if approval was sought from the Board and consultation undertaken, as would be used the usual practice. The Landlord Services Manager apologised for not consulting with tenants or bringing the change to the Housing Review Board.

It was reported that no complaints had been received directly from tenants using the new rent payment cards. The cards were also cheaper and quicker to produce than the old rent payment books.

RESOLVED: that the Housing Review Board note the explanation given in respect to rent payment cards issued in April 2018, contained in the report.

***35 Housing Revenue Account update, to August 2018**

The Housing Accountant's report provided the Board with the current position to August 2018 and details of the year end forecast of the draft Housing Revenue Account (HRA) for 2018/19. The HRA showed the main areas of anticipated income and expenditure on landlord activities for the year ahead. Producing a HRA had been a statutory requirement for Councils who manage and own their own stock for some time, and therefore a key document for the Board to influence.

The report also provided the position of the HRA capital programme for both affordable housing and other capital items outside of the HRA. It was noted that if Right to Buy sales declined this would have an impact on capital expenditure in future years.

RESOLVED: that the Board note the Housing Revenue Account update to August 2018 report.

***36 Void performance**

The report of the Property and Asset Manager and the Housing Needs and Strategy Manager highlighted the improvements required in relation to the speed of turning void properties around for re-occupation. This was a priority and the report identified plans for improvement.

Over recent years there had been a worsening of performance in void turnaround times, with the need to review this activity in order to consider service improvements. There was a continual rise in the number of void properties each year, as well as properties left in a poor condition. Often specialist cleaning contractors were commissioned in order to ensure properties were suitable for contractors to work in. This could result in larger scale works to bring properties up to the required standard for re-let.

The process for re-letting properties involved cross team communications. Core responsibilities for co-ordinating the void period was with the Allocations team. There was significant input from the Maintenance Surveyors who were responsible for contractor management with regards to the tailored property specification produced, as well as any issues that arose during refurbishment.

In line with compliance management there was more emphasis on works that needed to be undertaken as part of the property being re-let. For example, intrusive fire stopping works that the team had taken the opportunity to upgrade as part of any flats that became vacant. This had led to complex, intrusive works in some instances, but was an opportunity that had been taken to improve compliance across stock as part of fire safety works. Such works could lead to extended re-let times and in such cases the surveyors work closely with contractors to reduce the delays wherever possible.

The Property and Asset Manager and the Housing Needs and Strategy Manager were actively involved in overseeing the void review, recognising the need to ensure processes and procedures were working effectively.

Key performance indicators would be embedded from the start of the new integrated asset management contract in terms of void turnaround times. This would be underpinned by a Systems Thinking approach to reducing waste in the system and ensuring tenants were at the centre of the process. Tenant Inspectors would be empowered to continue their inspection visits in order to provide officers with reassurance that from a tenant's perspective the high standards tenants have come to expect were still being met.

RESOLVED: that the Housing Review Board note the plans being made to improve the current void turnaround times with a view to this leading to an improved performance in this area.

***37 Quarterly monitoring report – quarter 4**

The Board was presented with the Housing Service performance indicator report for quarter 1 2018/19, with details of selected indicators measuring performance across the Housing Service.

The Board noted that the number of people coming into EDDC offices for housing/homeless advice was over 1500. Many of these people were not polite, or even abusive to staff and the Portfolio Holder for Sustainable Homes and Communities stressed the need to do the best to support staff at all times.

RESOLVED: that the performance of the Housing Service be noted by the Board.

***38 Housing Review Board coach trip**

The Chairman advised that a tour of some of the Council's housing estates, community centres, garages and parking issues across the district would be arranged for the Housing Review Board, on 29 October 2018. Board members were asked to contact the PA to the Strategic Lead – Housing, Health and Environment if there were any particular areas they would like to visit.

***39 Dates of the forthcoming Housing Review Board meetings**

The Board noted the dates of the HRB meetings for the forthcoming civic year:
Thursday 22 November 2018 – 2:30pm, Council Chamber, Exmouth Town Hall
Thursday 24 January 2019 – 2:30pm, Council Chamber, Exmouth Town Hall
Thursday 28 March 2019 – 2:30pm, Council Chamber, Exmouth Town Hall

Attendance list

Present:

Cllr Pauline Stott (Chairman)
Cllr Megan Armstrong
Cllr Brenda Taylor

Co-opted tenant members:

Mike Berridge
Peter Sullivan

Co-opted independent community representatives:

Julie Bingham
Christine Drew

Officers:

Sue Bewes, Landlord Services Manager
Steve Billingsley, Programmed Works Officer
Amy Gilbert, Property and Asset Manager
Mark Gerry, Community Development Worker
John Golding, Strategic Lead - Housing, Health and Environment
Tim Laurence-Othen, Housing Projects Officer
Paul Lowe, Housing Enabling and Allocations Manager
Andrew Mitchell, Housing Needs and Strategy Manager
Denise Rendell, Housing Projects Officer
Victoria Robinson, Community Development Worker
Giles Salter, Solicitor
Alex Slattery, Senior Technical Officer – day to day repairs
Alethea Thompson, Democratic Services Officer
Rob Ward, Housing Accountant

Also present:

Cllr Jill Elson, Portfolio Holder – Sustainable Homes and Communities

Cllr Douglas Hull

Cllr Eileen Wragg

Mike Passant, tenant

Apologies:

Cllr John O’Leary

Cllr Helen Parr

Alek Williams, tenant

Chairman

Date.....

**EXMOUTH REGENERATION BOARD
ACTION POINTS FROM A MEETING
HELD AT EXMOUTH TOWN HALL ON THURSDAY 20 SEPTEMBER 2018**

Present:

Cllr Jill Elson	JME	EDDC
Cllr Paul Diviani	PD	EDDC
Cllr Pauline Stott	PS	Exmouth Town Council
Cllr Tim Dumper	TD	Exmouth Town Council
Richard Cohen	RC	EDDC
Tim Wood	TW	Honorary Alderman
Richard Jacobs	RJ	EIC Group
Anthony Chapman	AC	LED
Leigh Rix	LR	Clinton Devon Estates
Roy Pryke	RP	Chairman – Exmouth Neighbourhood Plan Steering Group
Alethea Thompson	AT	East Devon District Council

Apologies:

Cllr Philip Skinner	PJS	EDDC
Cllr Richard Scott	RS	Devon County Council
Cllr Jeff Trail	JT	Devon County Council
Julian Tagg	JT	Exeter City Football
Peter Gilpin	PG	LED
Jim Hill	JH	Propeller Exmouth
Dave Turner	DT	East Devon District Council
Linda Perry	LP	East Devon District Council
Ian McQueen	IM	Exmouth Chamber of Trade & Commerce

The meeting started at 9.35am and finished at 11.15am.

Item	Notes/Decisions	Action
1. Introduction	Those present were welcomed to the meeting.	Noted
2. Report of meeting held on 21 June 2018	The report of the meeting held on 21 June 2018, was confirmed as a true record.	Noted
3. Declarations of interest	Cllr Pauline Stott – Personal interest: she was on the board of the water sports centre.	Noted
4. Coastal Communities team - update	<p>RC reported that East Devon District Council were awaiting information on a coastal communities bid. Bidding results had been delayed since June 2018. There had been a fast track process for notification of smaller revenue programme bids, of which Beer had been successful and were congratulated by the Board.</p> <p>RC explained that EDDC had put in a bid to enhance information and access along its coast. This co-operative approach involved a proposal for free broadband points across all seafronts and improved CCTV. It also included improved access to the beach for people with disabilities.</p>	Noted
5. Flood defence and sea wall repairs	<p>The Environment Agency had provided an excellent public exhibition, with very good attendance. They had also provided displays for the Town Council. All involved appeared to be very positive. EDDC and the Environment Agency would do the maximum possible between them to enhance the flood defence work and the area.</p> <p>PS advised that the sea scouts had requested that a trench for its toilets be put in during the work. RC advised that he would request that DT follow this up with the sea scouts.</p> <p>RC informed the Board that trial pits would be dug alongside the estuary and along the seafront in the next few week to confirm the position of buried services.</p> <p>Members queried the works that were taking place at Orcombe Point and RC agreed to investigate this with DT.</p> <p>Works had started on the seawall repairs on 3 September, with pre-probing for the piles complete, and the curved length of piles closest to Mamhead slipway complete. The contractor was now continuing with the 35m straight run of piles running eastwards which was on track for completion before the end of the month. Rock armour would then be placed between the new line of piles and the seawall in</p>	<p>Noted</p> <p>RC/DT</p> <p>RC/DT</p>

	October and November, with completion programmed for 30 November 2018.	
<p>6a. Queens Drive update – temporary uses review and 2019 planning application</p>	<p>RC asked the Board what they thought of the temporary use of the Queen’s Drive events space over the summer season, welcoming any feedback. He reported that a meeting would be held in October between EDDC, organisers and traders to discuss what worked well and what did not.</p> <p>Suggestions from Board members included making the play area permanent, longer opening hours for food traders on site and increasing the volume of retail, particularly with smaller, quality retail offers.</p> <p>Generally press and social media comments had been positive. It was important to publicise that the area was still open, even though the events season had ended. It was noted that the bar provider wanted to do some out of season events.</p> <p>It was noted that another planning application for the space was required as the original approval was only for one year.</p>	<p>Noted</p>
<p>6b. Queens Drive update – Hemingway design, initial survey information and milestones going forward</p>	<p>RC gave an update on Hemingway design’s visioning exercise:</p> <p>Hemingway Design’s submitted proposals in response to the contract specification had been published on EDDC’s website. Some initial concept thinking had begun and a workshop had been held with local organisations and entrepreneurs from the creative, hospitality and leisure sectors.</p> <p>Responses were coming in to Hemingway Design from their online survey. A very small number of paper copies of the survey had been requested and returned. The closing date for the survey was 8 October and this would shortly be communicated in a press release. It was noted that the age groups not responding so well to completing the survey was the under 24s and under 15s. A better response rate than normal had been received from the over 24 age group, which demonstrated that publicity had reached a wide ranging demographic.</p> <p>LP had been working with Exmouth Community College, who would be encouraging its students to complete the survey. Other child care providers in the area would also be contacted.</p> <p>There would be an inception meeting between the Council’s appointed commercial land agents and Hemingway Design in October.</p> <p>Following this Hemingway Design would present</p>	<p>Noted</p> <p>LP</p> <p>RC</p>

	<p>their proposals to EDDC, with a revised timetable. RC advised that he would report the dates to the Board when they were available. The proposal would come to the Exmouth Regeneration Board for consideration, as well as councillor meeting and an opportunity for the public to see and respond.</p> <p>Hemingway Design would be invited to attend the next Regeneration Board meeting.</p>	<p>RC/AT/ All</p>
<p>7. Response to the Select Committee on regenerating seaside towns</p>	<p>RC presented his response to the select committee on regenerating seaside towns and communities call for evidence. He would be reporting this to EDDC's Overview Committee on 27 September 2018.</p> <p>The Board were requested to provide any comments to RC and LP, to be incorporated into the document.</p> <p>Issues raised during discussion included:</p> <ul style="list-style-type: none"> • The high population of over 65s in Exmouth. • East Devon needed tailor-made, bespoke solutions. • Employment land allocation was essential to Exmouth and should be made a priority. • Only including education with health and well being was not sensible. Education should be prized and linked with the economy. • Business rates were damaging sea side towns and caused great concerns regarding future plans. • Exmouth had a nice seafront and hinterland and was a very attractive area to live in. • Exeter University and the Met Office were big draws to the area. • East Devon was a high quality place to live in and house prices were high. 	<p>Noted</p> <p>RC/LP</p>
<p>8. Communication update</p>	<p>A press release would be agreed with the communications team to announce the conclusion of the Hemingway Design consultation on 8 October 2018.</p> <p>A press release would also be issued publicising that the Queen's Drive site would remain open and that EDDC would be working with the bar area providers to offer some events over the winter period.</p>	<p>Noted</p> <p>RC/AH</p>
<p>11. Any other business</p>	<p>PS raised the issue of the Maer Road car park entrance. RC agreed to discuss this with the Council's Service Lead for Environmental Health and Car Parks (AE) and find out what was happening. This could be a future agenda item for discussion with AE invited to a Regeneration Board meeting.</p>	<p>Noted</p> <p>RC/AE/ AT</p>

10. Dates of future meetings	The next meeting, to be held at the Town Hall, Exmouth, was: 13 December 2018	Noted AT/All
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STRATA JOINT SCRUTINY COMMITTEE

Monday 24 September 2018

Present:-

Councillor Haines (Chair)
Councillors Dewhurst, Haines, Lyons, Prowse, Dent and Pierce

Also Present

Strata IT Director, Compliance and Security Manager, Business Systems Manager, Strata IT Director and Democratic Services Officer (Committees) (HB)

14

APOLOGIES

These were received from Councillors Foale, Jung and D Nicholas.

Councillor C Nicholas was substituting for Councillor D Nicholas.

15

MINUTES

The minutes of the meeting held on 31 May 2018 were approved and signed by the Chair as correct.

16

DECLARATIONS OF INTEREST

No declarations of interest were made.

17

QUESTIONS FROM THE PUBLIC UNDER PROCEDURAL RULES

None.

UNDER SECTION 100A (4) OF THE LOCAL GOVERNMENT ACT 1972 THE COMMITTEE RESOLVED TO MOVE INTO PART II AND TO EXCLUDE THE PRESS AND PUBLIC FOR THE FOLLOWING QUESTION ONLY AS IT RELATED TO THE REPORT ON TRAINING NEEDS WHICH WAS TO BE CONSIDERED IN PART II OF THIS AGENDA.

18

QUESTION FROM MEMBERS OF THE COUNCILS UNDER PROCEDURE RULES

The following question was put by Councillor Clarence in relation to IT issues at Teignbridge District Council:-

Following the meeting of this Committee on 31 May, does this Scrutiny Committee consider the actions taken at a subsequent Strata Joint Executive Committee sufficient to embrace the IT help needed for some Members, including what will be many new Members, to be sufficient to fulfil their role as Councillors after the May 2019 elections? Does the Scrutiny Committee feel that, with all Councillors on three authorities, having new tablets is sufficient, whilst the prospect of having any help IT with personal lap tops remains doubtful, if at all?

The meeting returned to Part I.

The following question was put by Councillor Dewhirst in relation to IT issues at Teignbridge District Council:-

Teignbridge Councillors used to have access to interrogate the Spar.net Risk evaluation register - this has now been removed. Officers have offered to print off the register but this does not give Members the ability to interrogate the underlying issues that make up the register.

Please can this access be restored for Members use?

A copy of the questions and replies are appended to the minutes.

19 **STRATA IT DIRECTORS REPORT - OVERVIEW OF STRATA PERFORMANCE**

The Strata IT Director presented the report on the last five months of activity at Strata, the aim being to provide background to the core areas of specialisation within Strata and identifying key activities, successes and areas for improvement. The report covered Financial Management, BCR's and Projects Updates, Strata Service Performance Indicators, Global Desktop Environment, Customer Satisfaction Statistics and Training Needs.

He highlighted the following key areas:-

- Strata had moved to the Transformational phase of its organisational development and with the Phase II programme of improvements to the Global Desktop introduced in July;
- the Global Communications project at East Devon had now been completed with the old telephony platforms switched off and work commenced at Exeter City Council which was likely to be more complex due to the age of the current system;
- on line and real time access to Strata performance statistics, BCR requests and incidents were proving very beneficial;
- the Strata 'Out of Hours' service delivering good value for money with potentially serious issues picked up and resolved;
- the security situation was under control but attacks sustained at a high level;
- the new Business Change Request process now fully deployed with work prioritisation in the hands of the three authorities;
- through the IT Requirement Boards, Project Review meetings and the quarterly Joint IT Steering group, Strata is better informed on workload priorities;
- the new Supplier Manager is delivering tighter control of third party spend;
- Privacy Impact Assessment and GDPR implemented;
- Strata continuing to monitor financial performance and on track to deliver the £383,000 level of savings;
- staff morale high with regular social functions and vacancies rapidly filled and a 45% drop in sickness levels;
- report of Dr Tim Gibson on Strata@4, outlining the development of the Strata organisation over the last four years to be circulated at the end of October;
- monthly customer satisfaction survey results higher than 97%; and
- Strata developing the local digital declaration with all three authorities signed up with Teignbridge the lead authority.

The Strata IT Director advised that the new Strata Business Plan would be released in Quarter 3 with a move away from a focus on cost savings to align with the priorities of the three authorities. He detailed the following fundamental principles of the new Plan as part of the company's goal to become an "Agent for

Change”:-

- resetting the key objectives by reducing risk and costs and developing capability and capacity;
- transitioning from “Business As Usual” to “Transformational Value” - currently a 85%/15% split;
- revising the Governance Framework to better empower the authorities;
- adapting the funding model;
- commercialising the operation; and
- creating a longer term agreement.

The Director with responsibility for Finance explained the challenges in moving from the current model of cost reduction to predictable and committed upfront annual cost savings. Rather than the three authorities providing the same revenue at the beginning of the year with Strata refunding at the year end, Strata would identify cost savings at the beginning and request a lower amount from the Councils.

The Strata IT Director put forward the following seven recommendations in respect of Governance arrangements:-

- reduce Strata Joint Scrutiny Committee and Strata Joint Executive Committee meetings to once every six months;
- introduce an annual Strata/Executive forum to discuss authority strategy and transformational initiatives;
- empower the JITSG and IRB to prioritise Strata workload;
- empower the JITSG and IRB to inform Strata on authority transformation strategy;
- continue to provide monthly Strata service indicator reports;
- produce an annual Strata report for circulation to Councillors and staff; and
- recruit an experienced IT non-Executive Director to sit on the Strata Board and to inform and guide the Board in IT issues.

The Strata IT Director set out a vision of increased commercialisation as part of the transformational approach with design, innovation, business intelligence, new service creation and web site re-engineering as some of the key elements of such change and which could ultimately provide a zero cost organisation for the authorities.

As an important step in the transformation journey, the need to agree a longer term contract had been identified. The current 18 month rolling contract hampered negotiations of leasing arrangements and could also hinder staff recruitment. It was proposed that the contract should align with the original Strata Business Plan and be extended to 2024/25.

The following responses were given to Members’ queries:-

- all servers were to migrate to Oakwood House with the last stage of the East Devon server moves to Exeter nearing completion with physical decommissioning of the East Devon site to commence. Only three of the 100 Teignbridge servers remained - the deadline for migration being the beginning of October;
- Granicus, formally Gov Delivery, had been recommended as a tool for communicating with residents through letters/questionnaires;
- Power BI was being introduced as a training manual for data analysis and report writing;

- four outages had occurred in the last three months classed as major incidents with maximum Strata response, notwithstanding the commitment to transformational change;
- the role of Councillors in supporting their constituents communicate with the Council and the growing technological options was recognised and it was suggested that voicemail was likely to be the preferred method in coming years;
- a number of options for supporting Councillors with their IT needs and to be progressed as part of any new training programme would be examined including through the service desk such as use of training videos and inviting training requests; and
- Members were welcome to put forward ideas/innovation suggestions such as through an innovation forum, half yearly workshops etc.

Strata Joint Scrutiny Committee:-

- (1) noted the report;
- (2) recommended to the Strata Joint Executive Committee the adoption of the seven proposals for changing the Governance arrangements including reducing the Strata Joint Scrutiny Committee and the Strata Joint Executive Committee meetings to once every six months; and
- (3) recommended to the Strata Joint Executive Committee that the Strata contract be changed from an 18 month rolling contract to a contract expiring in line with the original Strata Business Plan in 2024/25

20

STRATA @4 UPDATE

The Strata IT Director reported that Dr Tim Gibson had met with the Leaders and Chief Executives of the three authorities in preparing his report which set out a holistic view of the Strata organisation. His report would be emailed to the Councillors and officers of the three authorities at the end of October. It would be released to coincide with the launch of the new Strata Business Plan.

21

STRATA BUDGET MONITORING QUARTER I : 2018/19

The Director responsible for Finance reported that Strata had been given a total of £6,504,000 to run the IT Services in 2018/19 along with funding for various capital projects. The Company also maintained an account for additional purchases throughout the year.

The Strata budget was on track to deliver around £420,000 of revenue savings for the three Councils in 2018/19. At the three month stage, the Board was projecting savings of £421,903 against the total original target of £381,960.

The report also set out variations in the capital budget.

The report also set out the final, audited Statement of accounts for Strata Service Solutions. The Strata Board had been satisfied that the refund provided to the three owners during May 2018 was appropriate at £565,000.

Strata Joint Scrutiny Committee noted and supported the report.

22 **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - EXCLUSION OF PRESS AND PUBLIC**

RESOLVED that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 1 and 3 of Part I, Schedule 12A of the Act.

23 **PEOPLE DATA REPORT - 2017 TO 2018**

The Strata IT Director presented the report setting out key people information for 2017/18. The report covered headcount, turnover, absence, recruitment, apprentices and age profiles. Strata had recruited three apprentices for each of the three councils for 2017/18, two of whom had been retained. Four apprentices had been recruited in 2018/19. He also referred to attendance of Strata staff at local job fairs.

Strata Joint Scrutiny Committee noted and supported the report.

24 **TRAINING NEEDS ANALYSIS REPORT**

The Strata IT Director presented the report on the training needs analysis investigation performed by 'Degrees of Separation' recommending investment to improve the level of IT skills. It covered a basic ICT skills deficiency in all three authorities as there was currently no dedicated support mechanism in place to support Councillors at either Teignbridge or East Devon.

The report set out a raft of recommendations for the training of staff and recommending an increase in the overall training budget or a dedicated support allocation to Strata for a high level of support to be afforded to Councillors.

It was proposed that budgets be amalgamated and provided to Strata as the connecting hub. A two year term was proposed initially at a cost of £42,000 per annum, broken down as:-

- Exeter City Council : £15,9091.60;
- East Devon District Council :£15,411.64; and
- Teignbridge District Council : £11,496.74

Members fully supported the training proposals emphasising the added value this would bring to the work of Councillors.

Strata Joint Scrutiny Committee welcomed the report and supported the recommendation that the Strata Joint Executive Committee confirm the budget spend and delivery of a Strata provided IT training service for end users, including Councillors and officers across the three authorities.

(The meeting commenced at 4.00 pm and closed at 6.00 pm)

Chair

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By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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STRATA JOINT SCRUTINY COMMITTEE

24 SEPTEMBER 2018

QUESTION FROM COUNCILLOR DEWHIRST

Teignbridge Councillors used to have access to interrogate the Spar.net Risk evaluation register - this has now been removed. Officers have offered to print off the register but this does not give Members the ability to interrogate the underlying issues that make up the register.

Please can this access be restored for Members use?

Response from Strata. In order to access and interrogate the Spar.net Risk evaluation register, Councillors would be required to sit inside the Global Desktop environment. However, with the current setup, TDC Cllrs sit outside of the Global Desktop environment and hence they are unable to access Spar.Net. The issue would be resolved if Cllrs were to be provided with IT (as per our suggestion), as we could then bring them into the Global Desktop environment just like we have for Cllrs at ECC. Also access to the Spar.Net register would need to be approved by a council officer, Strata would not be directly able to approve this.

It was further explained that there were no technical nor security reasons why Councillors could not have access to the Global Desktop via their personal computers, but in order to do so, TDC would need to give approval to Strata to undertake the setup / configuration work.

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STRATA JOINT EXECUTIVE COMMITTEE

Tuesday 25 September 2018

Present:-

Councillor Peter Edwards (Chair)
Councillors Clemens and Skinner
Managing Director Teignbridge District Council, Chief Executive Exeter City Council, and
Chief Executive East Devon District Council

Also Present

Strata IT Director, Director with Responsibility for Finance, Strategic Lead Finance (East Devon District Council), Teignbridge Strata Director, Compliance and Security Manager, Infrastructure and Support Manager, Document Centre Manager, Business Systems Manager, Democratic Services Manager and Democratic Services Officer (SLS)

21

APOLOGIES

Apologies of absence were received from Councillors Christophers and Thomas.

22

MINUTES

The minutes of the meeting held on the 11 June 2018 were taken as read and signed by the Chair as correct.

23

DECLARATIONS OF INTEREST

No declarations of disclosable pecuniary interest were made.

24

QUESTIONS FROM THE PUBLIC UNDER PROCEDURAL RULES

None.

25

QUESTIONS FROM MEMBERS OF THE COUNCILS UNDER PROCEDURAL RULES

The following question was put by Councillor Clarence in relation to IT support:-

Will the Executive confirm please the IT managers intentions that council members from the three authorities will receive a measure of IT support, with laptops or whatever equipment they may choose to use, to for fill their roles as councillors, on the understanding that they may not be helped immediately if more pressing crisis matters are ongoing; also if such councillors IT equipment is simply too old to receive attention that a measure of help will be forthcoming with purchasing and setting up of new equipment to allow a councillor to for fill his/her role?

A copy of the question and reply was appended to the Minutes.

The Strata IT Director presented the report and presentation on the last four months of activity by Strata and provided an update on the current operation and performance, which included identified key activities, successes and areas for further improvement. He set out the important focus on the core objectives of cost and risk reduction and increasing the capability for change. He referred to the increasingly important Customer Centric ethos and better understanding of the business value of the work. A copy of the presentation was attached to the minutes.

Members were advised that a new Strata Business Plan would be developed to ensure a better alignment with the priorities of the three authorities. He set out a number of objectives, identified as part of the company's goal to become an 'Agent for Change', which included:-

- meetings of the Scrutiny Joint Committee and Scrutiny Joint Executive to be held half yearly - the Joint IT Steering Group to meet quarterly and an Annual Forum to be introduced to provide an opportunity to discuss the Transformation Strategy of each authority to discuss IT trends in local government;
- resetting the existing objectives of reducing risk and costs and developing capability and capacity to a set of objectives more focused on a Customer Centric service delivery model;
- transitioning from 'Business As Usual' to Transformational Value' – currently a 85% / 15% split;
- revising the Governance Framework to better empower the authorities;
- adapting the funding model;
- commercialisation of the operation, and
- consideration of creating a longer term agreement.

The Board welcomed the opportunity for more commercialisation, but considered it was important to remain focused on Strata's core activities. It was acknowledged that income generation would be a vital approach in the coming years, but more speculative work such as the development of IT applications, rather than a support role would be a practical way forward. The suggestion of a non-Executive Director joining the Board would also provide additional support and more informal 'policing'.

The Director with responsibility for Finance welcomed the Board's steer and would present a Business Plan, which would include the identified objectives, to the January meetings of the Strata Joint Scrutiny and Strata Joint Executive Committees, so that all three Councils would be able to take the proposed Plan to their respective Councils for consideration and approval.

The Chief Executive Exeter City Council congratulated the team on their success and effort.

Strata Joint Scrutiny Committee had considered the report at its meeting on 24 September 2018 and its comments were reported.

RESOLVED that the report be noted and a Business Plan, including the objectives set out above be presented to the respective meetings of the Strata Joint Scrutiny and Executive Committees in January 2019.

STRATA@4 UPDATE

The Strata IT Director reported that Dr Tim Gibson had met with the two Chief Executives and one Managing Director of the three authorities and had provided an independent report on the development of the Strata organisation over the last four years. The report would be shared with Members at the end of October, and would be released to coincide with the launch of the draft Strata Business Plan.

The Board requested the details of the report be shared as widely as possible with Members and staff in the three authorities.

Strata Joint Scrutiny Committee had considered a verbal report at its meeting on 24 September 2018.

RESOLVED that the verbal report be noted.

STRATA BUDGETING MONITORING QUARTER 1: 2018/19

The Director responsible for Finance presented the report on the financial progress of Strata during the first three months of 2018/19, including a projected outturn assessment against the savings set out in the Business Plan. He stated that the Strata budget was on track to deliver approximately £420,000 of revenue savings for the three authorities in 2018/19. The report also set out the variations in the capital budget.

The final, audited, Statement of Accounts for Strata Service Solution were included in the report, and the position had not changed from the draft accounts. The refund of £565,000 provided to the owners was deemed correct.

The Director responsible for Finance responded to questions on Strata's change in the current financial arrangement and stated that Strata would identify costs savings at the beginning of the financial year and therefore request a lower amount from the three authorities, which would be a more efficient approach.

Strata Joint Scrutiny Committee had considered the report at its meeting on 24 September 2018 and its comments were reported.

RESOLVED that the report be noted.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - EXCLUSION OF PRESS AND PUBLIC

RESOLVED that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of items 10 and 11 on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 1 and 3 of Part I, Schedule 12A of the Act.

PEOPLE DATA REPORT - 2017 TO 2018

The Strata IT Director presented the report, providing important workforce management information and analysis to the Strata Board and Management Team as well as the Joint Executive Committee and Joint Scrutiny Committee. The report covered a number of staffing matters including headcount, age profile, absences, turnover and recruitment including apprentices. The report for 2017/2018 was the third complete year of reporting key people data. He proposed working towards achieving the Investors in People Accreditation for Strata.

Strata Joint Scrutiny Committee had considered the report at its meeting on 24 September 2018 and its comments were reported.

RESOLVED that the report be noted.

31

TRAINING NEEDS ANALYSIS REPORT

The Strata IT Director presented the report on the Training Need Gap Analysis report which was commissioned to look at the ICT skills requirements of all three Authorities. There was currently no dedicated ICT training/support mechanism in place for Councillors in East Devon or Teignbridge District Councils.

The report set out a number of recommendations for the training of staff as well as an increase in the overall training budget or a dedicated support allocation to Strata for a high level of ICT support for Councillors.

The Board supported the training proposals, and recognised it was also desirable to ensure there was a good level of ICT skills competency for all staff.

Strata Joint Scrutiny Committee had considered the report at its meeting on 24 September 2018 and its comments were reported.

RESOLVED that that the report be noted and the budget spend and delivery of a Strata provided IT training service for end users, including Councillors and officers across the three authorities would be funded by Strata for the first year.

(The meeting commenced at 5.30 pm and closed at 7.20 pm)

Chair

STRATA JOINT EXECUTIVE COMMITTEE

25 SEPTEMBER 2018

QUESTION FROM COUNCILLOR CLARANCE

Will the Executive confirm please the IT managers intentions that council members from the three authorities will receive a measure of IT support, with laptops or whatever equipment they may choose to use, to for fill their roles as councillors, on the understanding that they may not be helped immediately if more pressing crisis matters are on-going; also if such councillors IT equipment is simply too old to receive attention that a measure of help will be forthcoming with purchasing and setting up of new equipment to allow a councillor to for fill his/her role?

The Strata IT Director reported that the Strata Joint Executive Committee on 11 June 2018 had commissioned a report on the perceived training needs of both Councillors and officers of the authorities. It was hoped that the Strata Joint Executive Committee would support a request in Part II of the agenda for the development of this service to enhance the support to both councillors and officers in relation to how to maximise the IT deployed.

It was also hoped this new service would be operational in advance of the May 2019 elections so that the deployment of any tablet devices could be complemented by a good level of handover instruction and support.

In the meantime, should a councillor need support on their IT, the advice is to log a service call with the Strata service desk, and they will use 'reasonable efforts' to perform a diagnosis of the issue and to facilitate a fix. Should a fix not be possible, i.e. it is a hardware failure, then Strata will advise the councillor of a suitable course of action to resolve the problem.

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Joint Executive Meeting

IT Director Update

25th Sept 2018

Joint Scrutiny Update – it's a very positive message

- On track to deliver the ***promised savings*** - £382k
- New BCR process ***working very well*** and enabling the authorities to set Strata's priorities based on value
- Global Comms project at EDDC delivered and ***positive feedback received***, ECC Global Comms project now underway,
TDC migrated to SIP
- Customer Satisfaction ***now up at 97%*** (and beyond)
- Programme of investment in the Global Desktop environment is providing a ***more stable and scalable environment***
- Out of Hours service continues to give '***peace of mind***'
- Excellent Strata People Data Report, ***47% drop in level of sickness***
- Effective recruitment has enabled us to ***attract high quality staff***
- ***On line and real time*** access to Strata Performance statistics (both BCR's and Incidents)

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Business Change Requests & Projects and Programmes

“Delivery against the needs of the authorities”

Real Time – Visibility of Business Change Requests



BCR Schedule

- Authority
- ECC
 - EDDC
 - TDC

Call

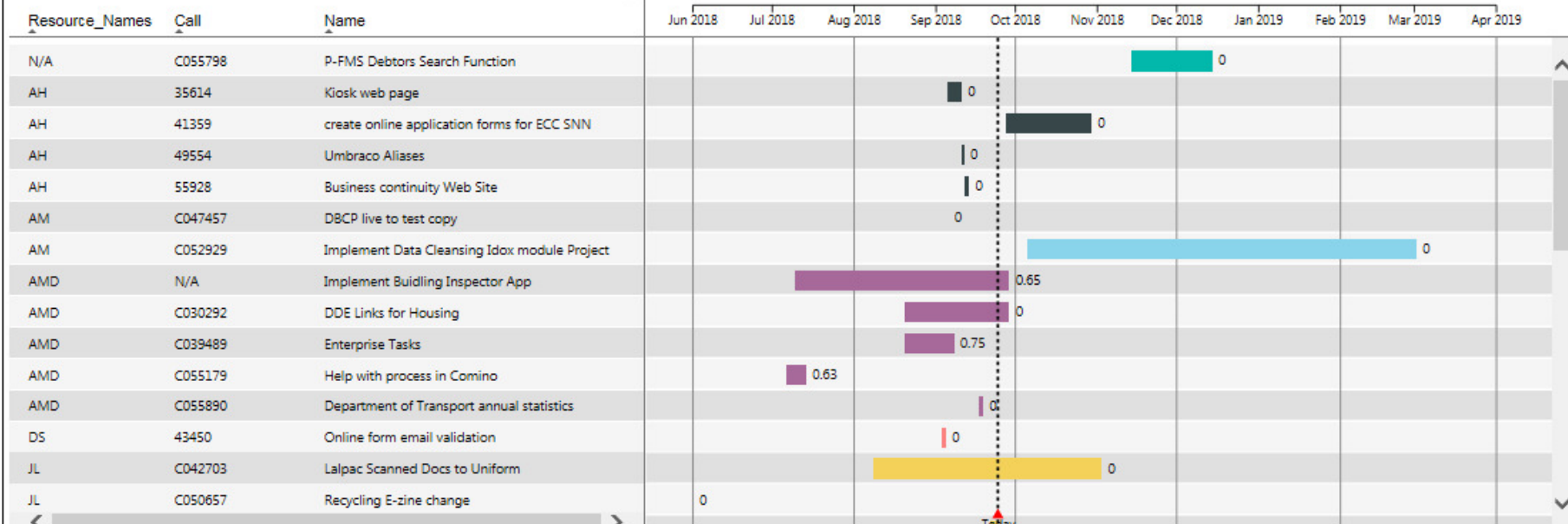
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Updated Monthly following IRBs at the 3 authorities:

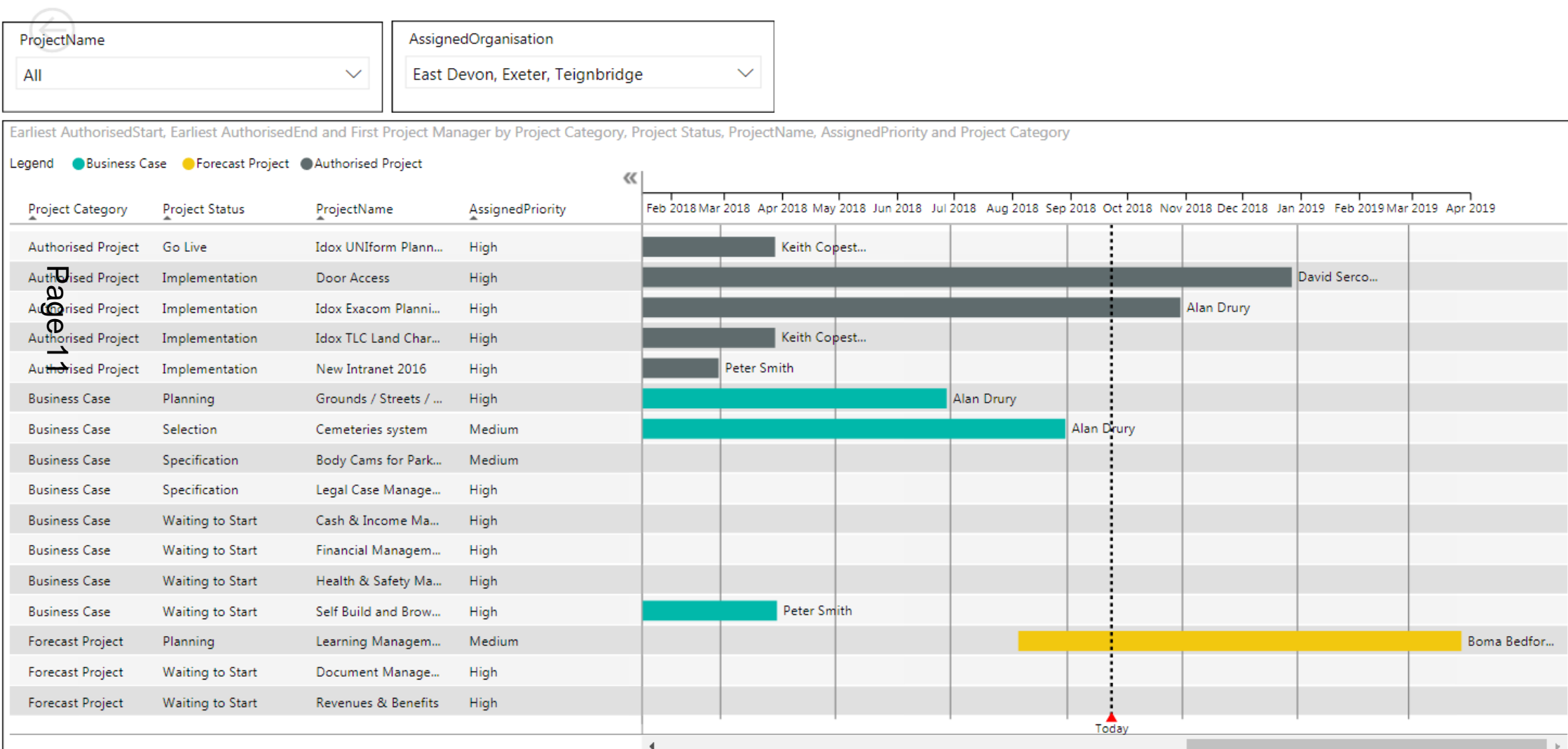
Last Update 03/09/2018

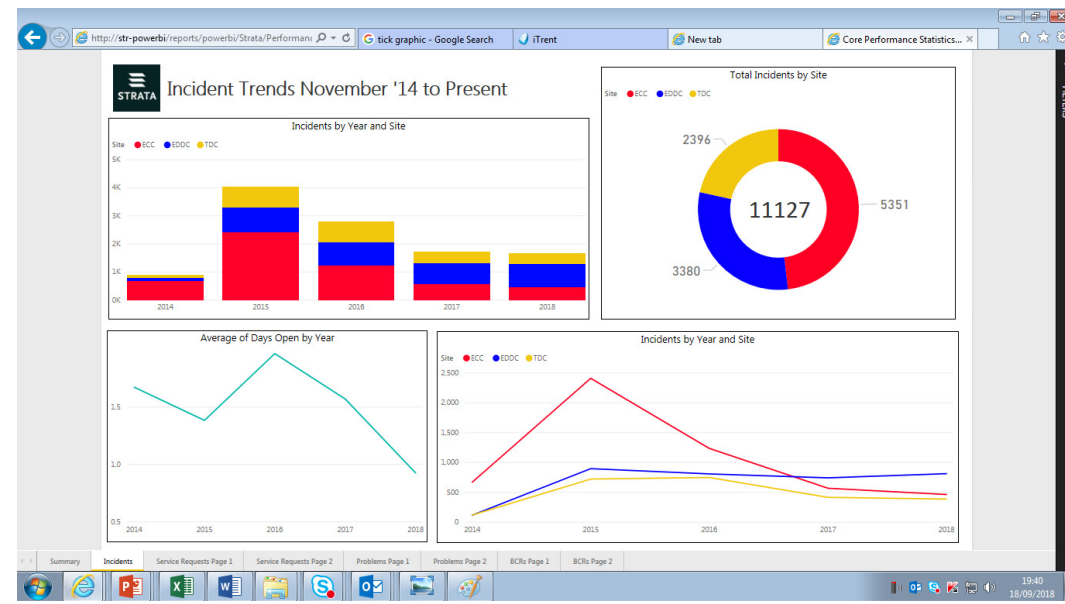
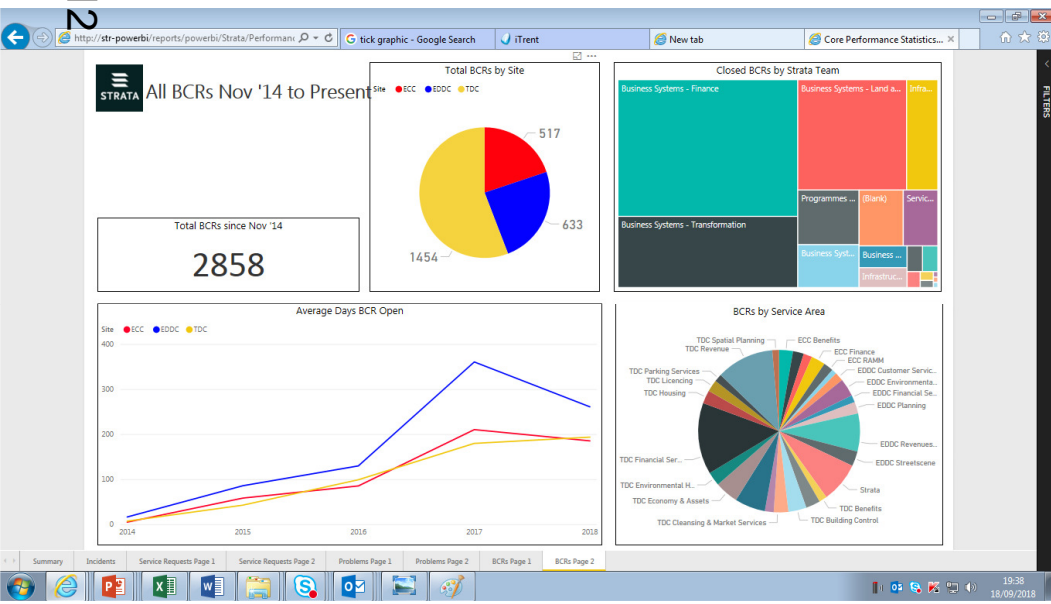
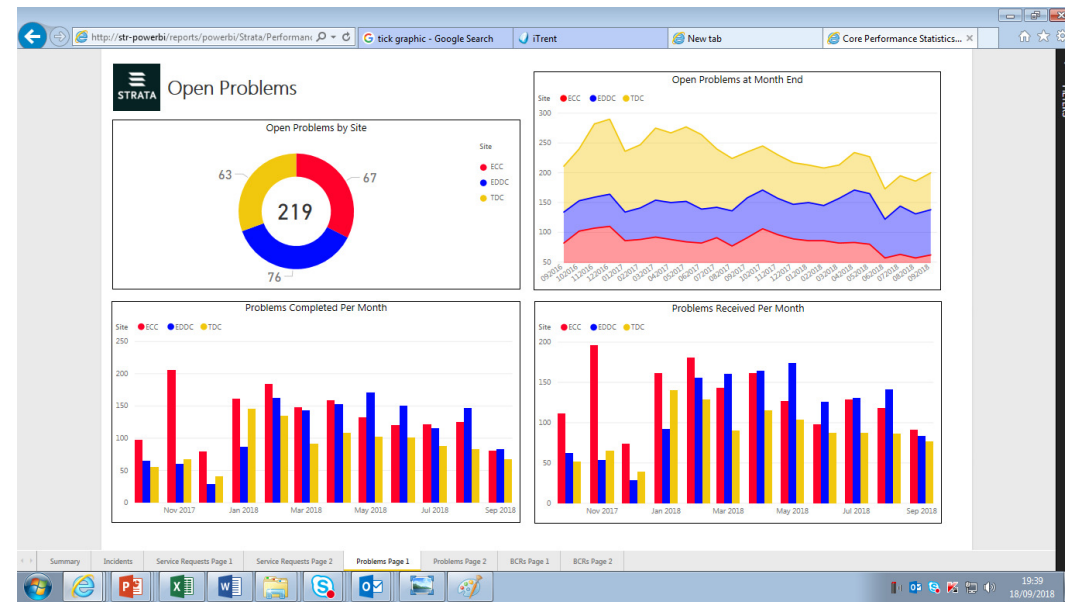
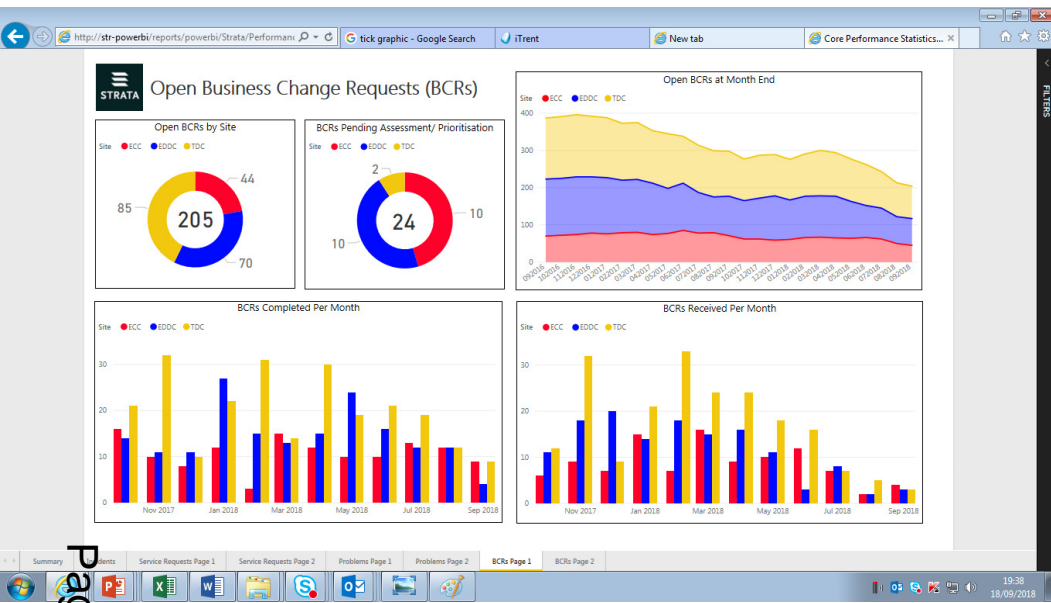
Priority BCRs

Legend ● AH ● AM ● AMD ● DS ● JL ● JMO ● ME ● PS ● SB



Real Time - Visibility of Projects

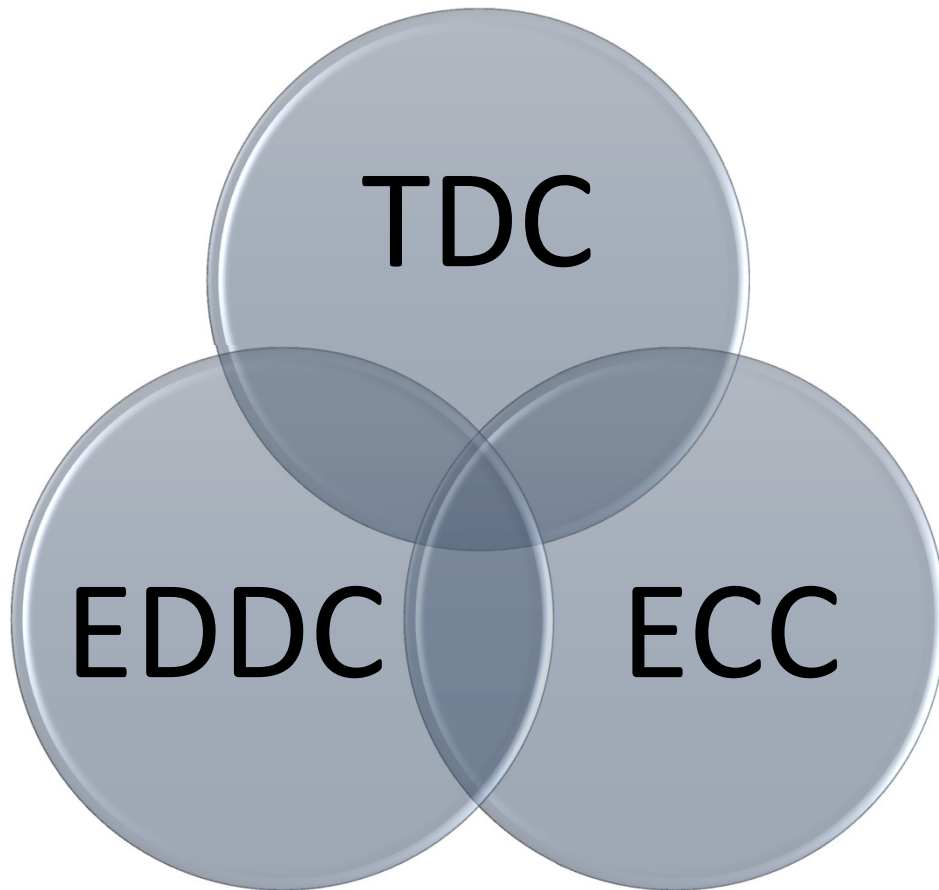




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The Local Digital Declaration

Page 13



- All three authorities signed up
- TDC the lead authority
- Potential project identified
- Request for discovery phase funding
- Follows the 'Code of Conduct'



Page 14

'Agent for Change' Beyond 2019

The fundamental principles of the
new Strata Business Plan

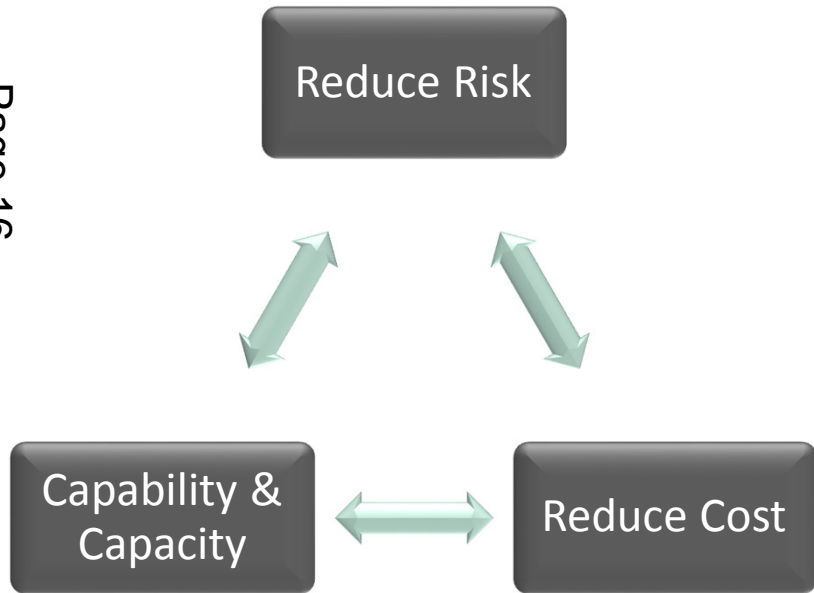


Agent for Change – Fundamental Principles

- Resetting the Key Objectives
- Transitioning from 'Business As Usual' to 'Transformational Value'
- Revising the Governance Framework to Better Empower the Authorities
- Adapting the Funding Model
- Commercialising the Operation
- Creating a Longer Term Agreement

Resetting the Key Objectives

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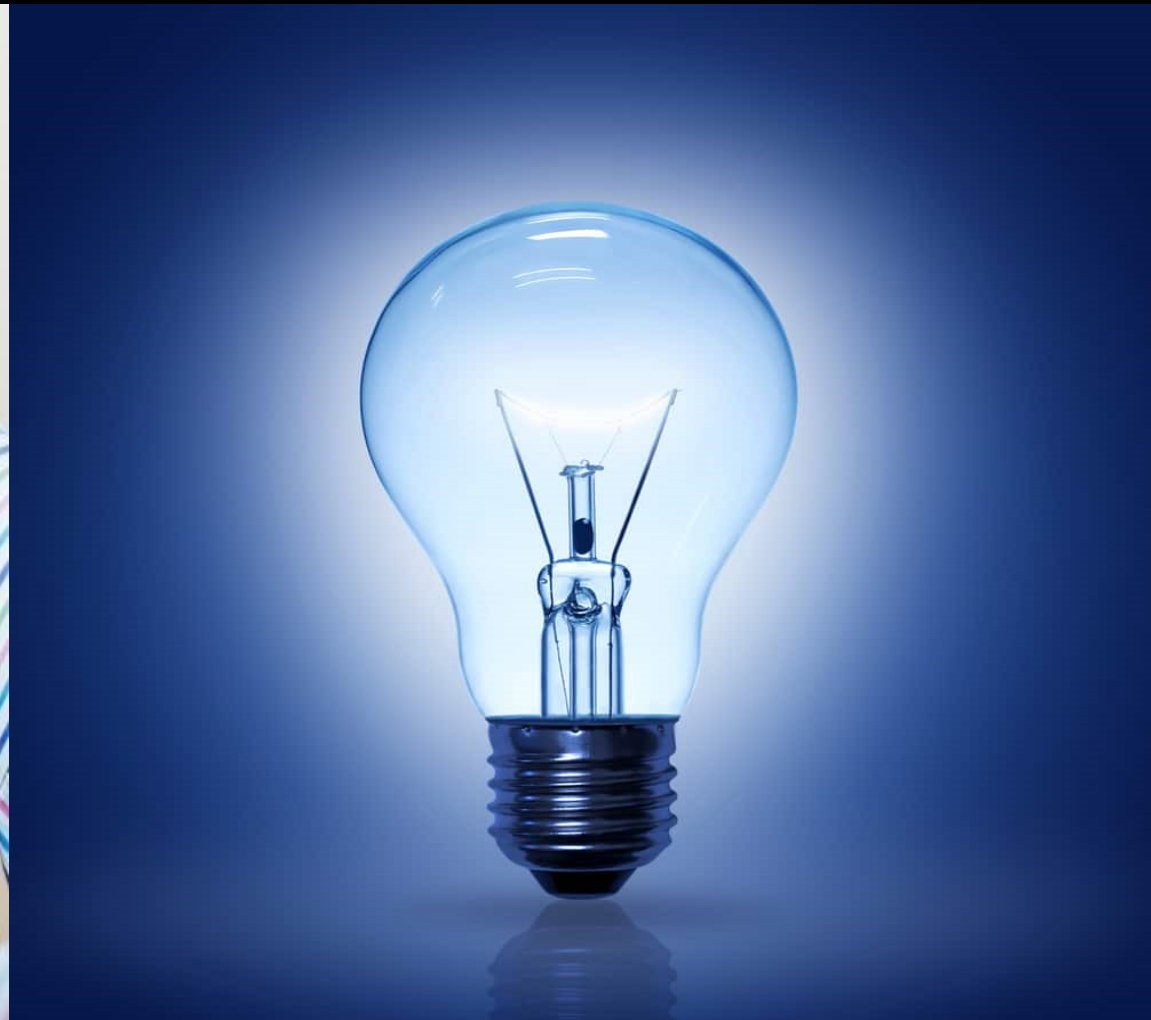
Resetting the Key Objectives

Supports the transformation agenda	<p>A service designed to deliver against the transformation agenda of each authority. This can be achieved through a better understanding of each of the three authorities 'direction of travel'.. Strata's systems need to evolve alongside the three authorities agenda, not in isolation. There is a significant danger to each authority if Strata's direction of travel is not aligned correctly.</p>
Flexible, Reliable and Modern IT Platform	<p>The existing IT environment needs to keep pace with the ever changing demands of the three authorities, no IT environment can stand still there needs to be a constant evolvement to ensure the IT platform remains relevant and provides the Flexible and Reliable platform demanded by end users and end users customers.</p> <p>No longer is the IT environment required only during the working day, it is needed 24 / 7/ 365 and people expect it to work.</p>
Cost Effective and Deliver Tangible and Measurable Business Value & Develops Commercial Revenue Streams	<p>Strata needs to ensure that staff are delivering in the most cost effective way and delivering work of value. To date, there's been no measure of Strata's value, just a measure of the savings delivered back into the three authorities, moving forward, any BCR or Project work that Strata delivers will have an associated value to the authorities, whether this be a monetary value, a service improvement value or an efficiency value. These 'values' will be captured and reported back to the authorities on an annual basis. Strata looks to develop additional commercial revenue streams.</p>
Effective and Efficient Processes	<p>The processes that underpin Strata need to be as effective as they possibly can be, they need to evolve and adapt to business change, yet be flexible and not overly onerous so as to slow down change. A set of standard processes enable a far more structured approach to working with Strata and will lead to a drop in both Strata staff and end user frustration. Key processes that will be delivered are a redefined Business Change Request process with the authorities being responsible for prioritisation and visibility of the Strata forward workload and the Projects process where a standard methodology will be developed in order to keep projects on track and delivering against a predefined scope, with roles and responsibilities clearly defined at the outset.</p>

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Transitioning to 'Transformational Value' from 'BAU'

Page 18



Transitioning to 'Transformational Value' from 'BAU'

Demand Driven IT Services (Transformational Value)

- Business Intelligence
- Business Change Requests
- IT training
- Design
- Innovation
- New Service Creation
- Web Site Re-engineering
- Projects
- Art of the Possible
- Thought Leadership
- Demand/Process Mapping

Operational IT Services (Business as Usual)

- Service Desk
- Software Development
- Security
- Compliance
- Risk Management
- BC / DR
- Core Infrastructure
- Supplier Management
- SNN / GIS
- IT Procurement
- Desktop Services

Revising the Governance Framework

Function	Authority	Frequency	Purpose
Strata Management Team	Strata	Weekly Calls /Monthly Meetings	To review the operation of the Strata Business to ensure from an operational view point it is being effective and any issues are being identified and addressed.
Strata Management Board	All	Quarterly	To help to compile and to be accountable for the Strata Business Plan. To manage financial matters, risks, resource allocation, performance and KPI's.
Strategy / Transformation Forum	All	Annually	This forum would bring together the leaders and senior managers of the three authorities and the Strata Board and Management team to discuss authority strategic direction and transformation initiatives
Joint Scrutiny Committee (JSC)	All	Every Six Months	To scrutinise the performance of Strata on a six monthly basis and to ensure that Strata is performing in line with the Business Plan
Joint Executive Committee (JEC)	All	Every Six Months	To review the performance of Strata on a six monthly basis and to ensure that Strata is delivering against the Strategic objectives in the Business Plan
Joint IT Steering Group	All	Quarterly	To review and discuss Business Change Requests and Project prioritisations and Strategic objectives of the three authorities and to explore areas for enhanced collaboration
IRB TDC / ECC / EDDC Project Review Board	All	Monthly	To agree Project and BCR priorities and informs on transformation initiatives

Governance Recommendations

Page 21

- Reduce JEC / JSC meetings to once ***every six months***
- Introduce an ***annual*** Strata / Executive forum to discuss authority Strategy and Transformational initiatives and key IT trends
- Empower JITSG and IRB's to ***prioritise*** Strata workload
- Empower JITSG and IRB's to inform Strata on authority ***Transformation Strategy***
- Continue to provide the ***monthly*** Strata Service Indicators report
- Produce an ***annual Strata report*** for circulation to all staff, councillors and officers
- Recruit an experience IT ***non-Executive Director*** to sit on the Strata Board and to inform and guide the board in matters IT related

Adapting the Funding Model

- Unpredictable cost savings
- Current model is cost reduction focussed, but ultimately this strategy will impact on the service
- Fails to include 'big impacts' on cost, such as Brexit
- More staff across the councils using more IT, but no more 'real' money for Strata



- Predictable and Committed Upfront Annual Cost Savings – Reduction in Annual Charge
- Service Commitment Guarantee
- 'Big Impact' costs recognised as part of annual review process
- A model that is flexible and reflects the real cost of delivering the service

The Officer of 2014

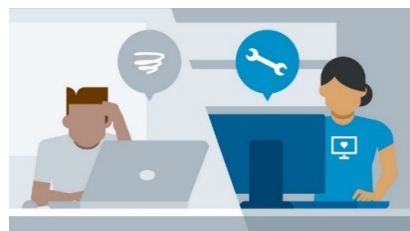
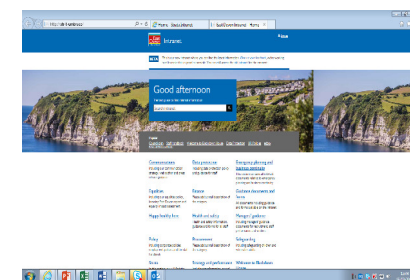
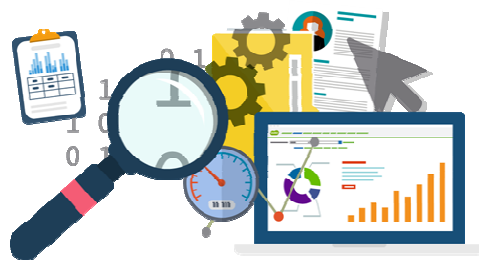
The Modern Officer of Today & Tomorrow

Page 23



Commercialising the Operation

Page 24



Agreeing a Longer Term Contract

Page 25

Experian

Experian

CONTRACT
18 Month Rolling

18 Month Rolling

**Strata is Working
and Working Well,
HOWEVER**

HOMELER
and working well

Unable to
NEGOTIATE
Leasing Agreements

Leasing Agreements
NEGOTIATE

Recruitment of Staff

RECRUITMENT OF STAFF





Discussion Documents



Strata People Data



People Data

- Decrease of 45.21% in staff absence.
 - 2017/2018 Days lost per employee 5.27 days
 - 2016/2017 Days lost per employee 9.62 days
- Voluntary turnover of staff down from 17.91% to 9.66%
- No formal grievances
- No periods of Long Term absence
- Employee Referral scheme / ECC Jobs Fair has saved approx. £16,000
- Stress, Anxiety and Fatigue absence has decreased by 65%

Part 2 – IT Training Needs



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EAST DEVON DISTRICT COUNCIL

Report of a meeting of the Capital Strategy and Allocation Group held in The Council Chamber, Knowle, Sidmouth on Wednesday, 26 September 2018

Attendance list is at the end of the document

The meeting started at 2.31 pm and ended at 4.11 pm.

6. Report of the meeting of the Group

The report of the previous meeting held on 11 July 2018 was noted. Councillor Megan Armstrong asked for reference to be made in that report that she had requested detail on the financial records relating to the Queens Drive development and that she recalled that had been agreed, to be collated by the Democratic Services Officer (DSO). She had since been informed by the Strategic Lead for Governance and Licensing that this was not in the remit of a DSO to undertake.

The Deputy Chief Executive re-iterated previous advice to the Group that documents relating to Queens Drive were available online. There was no further action to be taken.

7. Declarations of interest

None were declared.

8. Guide to Project Management

The Strategic Lead for Finance reminded the Group of the guide already adopted by Council. He specifically highlighted the role of the Group set out within that guide:

- Recommending to Cabinet projects to be included in the Annual Capital programme;
- Has an overview of the programme and associated funding;
- Receives Capital Appraisal forms and Initial Project Proposal documents;
- Monitors deliver of large projects and reports to Cabinet (by mean of meeting reports) any critical issues, such as changes to a business case, project plan, level of risk, or validation against the project budget;
- Received Post Project Evaluation reports for large projects.

9. Initial Project Proposal Document and Capital Appraisal and Prioritisation scoring matrix

Again, as a reminder, the Strategic Lead for Finance outlined the project proposal document and the scoring matrix, which included consideration of risk management, partnership working and financial savings.

Specific reference to the objectives of the Asset Management Plan were requested to be included in the scoring matrix.

10. Summary of project progress

The summary listed the currently identified major projects for the Group to monitor. A new report template had been applied to most of the projects for key details to be clearly listed. The Growth Point Team reported specifically to their own Board, and therefore tailored their report to the Board's requirements.

11. Update on key projects

a) Feniton Flood Alleviation Scheme

Phase 1 and 2 of the project are complete, which consist of downstream works to mitigate the flood risk from increased flood flows as a result of the scheme. The initial technical submission for Phase 3 of the scheme has been reviewed by Network Rail, and there is one issue outstanding before it can be signed off. A design review is currently being arranged by Network Rail to discuss that point.

Network Rail will complete the detailed design and construction of Phase 3 of the scheme, and are currently reviewing available dates for possession of the railway line to plan those works in. Once a planned date from Network Rail is received, the programme will be updated accordingly.

b) Green Waste

Project progress was reported as now reaching over 8800 customers, but the number of new customers or additional bins has slowed down from around 100 to 50 per week. Further marketing would begin to target the autumn when production of garden waste would naturally increase. Suez had yet to invoice for collection costs, so an accurate income or break even cost could not be given for the year, but with estimation on take up, a total of £456,000 was expected.

Use of the green waste scheme had now increased the District's recycling rate to 61%.

c) Integrated Asset Management Contract procurement (Housing)

Following evaluation of the final submissions from the top 3 bidders, a preferred bidder has been selected, Ian Williams Ltd. It is anticipated that by the date of this meeting the statutory Section 20 consultation with Leaseholders will be completed and the 10 day Standstill period passed. Subject to there being no challenges or major changes resulting from either of these stages, a formal award of the contract will be made on 1 October 2018.

An identified risk was the demobilisation of the current contractor to switch to the new contractor. A mobilisation strategy was in place to closely manage the change to ensure that the service delivery remained seamless.

Positive comments about the process of tendering, particularly including the inclusion of tenant groups, were reiterated by Members.

d) Manstone Depot relocation

Project still 'on track' for completion by end of October. Mechanical and electrical installation and internal carpentry and decorating recently completed successfully. Floor finishes and BT installation due soon, to enable the furniture and IT installation to follow.

e) Office relocation project

Generally, the contract works are proceeding satisfactorily and in compliance with the Contractors revised programme Rev 10, which advises of a

completion date of 23 November 2018. After completion, the Council together with Strata will undertake fitting out works prior to Members and Officers decanting from Knowle during January 2019.

However, the Contractor has very recently identified several matters for which he has issued formal early warning notices. This includes;

- the need to provide adequate support of the AV screens within the Chamber, inclusion of which is a variation
- the Council's electricity provider has failed to install the electric meter on the agreed date.

These latter matters represents potential serious issues and could result in cost and programme implications. With reference to the installation of the electric meter, the Council's electricity provider has confirmed that this issue is their responsibility. A new date for the installation is currently being pursued.

Work to the new access road to Blackdown House through the Business Centre Site has been undertaken during August. Unchartered pipes and cables in the ground initially caused issues which have now been overcome. Currently, the white lining and street lighting works remain outstanding.

Interserve have confirmed that no reportable accidents have occurred on either the ETH or Blackdown House sites since project commencement in January 2017.

Discussions regarding the incorporation of a Time Capsule within the external works are ongoing with Interserve. It is anticipated Local Primary Schools will be involved, and potentially a ceremony could be incorporated into a formal handover of the building.

f) **Queens Drive Exmouth**

Project Update

This project was showing a variation to the budget. Costs variation of £23,000 on top of original projection of £300,000 for the Temporary Uses budget, as a result of a number of issues covering: site preparation and safety; toilets; future site cleaning; marketing; procuring entertainments; and Events Manager.

The consultation undertaken by Hemmingway Design was now due to end on the 8 October 2018. There was a delay due to the beach access agreement but dates were now being finalised with the car park engineers. Feedback from a survey on temporary uses was being analysed.

Cllr Armstrong asked for associated documents referenced in the report supplied to the Group. She stated that she required further detail on the project. In response, Group Members advised that specifics on the project were discussed at the Exmouth Regeneration Board meetings; the Group have oversight of the project delivery and on budget. As Councillor Armstrong was not a member of that Board or invited to attend, she felt that she still could not access such detail and asked if that could be provided for Councillor's information.

In response to her question about a contribution from Stagecoach, the Deputy Chief Executive confirmed that the company had not contributed in time.

Councillor Armstrong also challenged why property advisors had been appointed at this stage, when there was still further consultation to be undertaken. In response, the Deputy Chief Executive confirmed that the aim of the process was to engage commercial expertise to support delivery of the project, and their appointment and subsequent work ran parallel to the continued consultation. He also confirmed that the review workshop relating to Temporary Uses on the site would involve officers and other agencies, with a report to Cabinet in due course providing an evaluation of the uses and proposals for the coming year.

g) Seaton Coast Protection Scheme Outline Business Case

Works completed since the last report cover:

- Numerical modelling
- Economic assessment
- Specification, procurement and site investigation
- Drone and topographic surveys
- Draft options appraisal

The EIA screening would begin in October. The project was showing a significant budget variation in that the original budget forecast was much higher for a wider scheme. In practice the work involved was considerably less and therefore well under budget.

h) Sidmouth and East Beach Management Scheme

Works completed to date were:

- EIA Screening and scoping
- Bathymetry and topographic survey
- Site investigations
- Sediment transport modelling
- Wave overtopping modelling
- Economic appraisal
- Short list options appraisal
- Public consultation
- Stakeholder consultation
- Outline design
- Draft outline business case

Overall, costs were still below the approved budget, but the programme was six months behind. More consultation would take place on the splash wall, and the MMO had not stated a timescale for responding. The risk in delivering the scheme still remains as the partnership funding for the project, and the authority must demonstrate to the Environment Agency (as the main funding partner) that such funding can be secured.

i) **Whimble Alleviation Scheme**

To date the following work has been completed:

- Sign off of Form 1 technical approval by Network Rail
- Review of works information
- Risk workshop for D&B contract.

Timescale of the project has slipped due to delay in sign off from network Rail. Project variation currently £1,500 over budget.

j) **Exmouth Rock Replenishment**

This project consists of works to stabilise toe of Exmouth seawall adjacent Mamhead slipway to reduce risk of erosion to infrastructure (including slipway turning area, road and high pressure gas main) and 80 residential properties.

Works completed to date cover:

- Completion of contract documentation, and sealing of contract
- Habitats regulations assessment
- Receipt of Natural England Assent
- Completion and approval of outline business case
- Order and delivery of piles
- Temporary works to secure existing seawall toe
- Site setup and pre-probing of pile line
- Completion of curved section of piles

Variation is projected for the construction and completion of the works is expected in November.

k) **Exeter and East Devon Enterprise Zone**

Enhanced Bus Service –

The enhanced bus service to serve the EZ, now known as ‘ConnEXions’ commenced on the 3rd September. The bus service will be funded for up to 2 years 9 months, with annual review of the funding and patronage. The slight reduction in the period of time the bus will be supported is due to the provision of WiFi on the bus service which slightly increased the annual costs.

The bus service operates from 4.50am at Exeter St Davids, enabling passengers to arrive at Exeter Airport at 5.23am. The service supports the wider EZ with bus stops at Science Park & SkyPark. The service operates at a peak frequency of 30 minutes from Exeter to the Airport. There is also an hourly service to Exmouth.

Councillor Tim Dumper commented that he felt the service had not changed a great deal – in response the Deputy Chief Executive responded that the service had been enhanced.

Instrument Landing System

The lack of operational headroom within the current Instrument Landing

System (ILS) at the Airport is a key barrier to the delivery of commercial space within the Enterprise Zone. The approved proposal seeks to forward fund the upgrade of the system and then to recoup the cost from qualifying development (including outside of the Enterprise Zone boundaries) as development proceeds. This was subject to completion of the necessary legal agreements.

It is now looking likely that an alternative means of securing the upgrade of the ILS will be progressed. This will not require the forward funding from the Enterprise Zone programme. Final confirmation of this is not expected to be forthcoming before December.

Park & Change

There has been progress in the delivery of the Park & Change facility. The scheme has a detailed design and work is progressing towards the submission of a planning application in late 2018. The scheme has also secured £1.045m from the NPIF (National Productivity Investment Fund).

Delivery of this facility is dependent upon a successful land transfer between Eagle One and the Science Park. The Tithe Barn Green S.106 agreement includes a requirement for land to be transferred or leased for use as a Park & Change facility. However, the land transfer is still subject to negotiation and uncertainty. This project will be monitored and progress reported to the Enterprise Zone Board meeting in November 2018.

The format of the report was discussed and the Chairman hoped that some compromise could be reached with the Enterprise Zone Board to reach a format that would satisfy both the Board and the Group.

5. Date of next meeting

5 December 2018 at 2.30pm in the Council Chamber to agree projects for monitoring for the forthcoming year.

Councillors:

Present:

Ian Thomas (Chairman)
Geoff Pook
Dean Barrow
Tom Wright
Iain Chubb
Paul Diviani
Jill Elson
Alan Dent
Megan Armstrong
Tim Dumper

Apologies:

Philip Skinner
Marcus Hartnell
Alison Hayward

Amy Gilbert Jeans

Officers:

Richard Cohen, Deputy Chief Executive

Simon Davey, Strategic Lead Finance

John Golding, Strategic Lead Housing Health & Environment

David Turner, Streetscene Engineer

Steve Pratten, Relocation Project Manager

Simon Allchurch, Senior Building Surveyor

Debbie Meakin, Democratic Services Officer

Chairman: Date:.....

EAST DEVON DISTRICT COUNCIL

Minutes of a Meeting of the Overview Committee held at Knowle, Sidmouth on 27 September 2018

Attendance list at end of document

The meeting started at 6.00pm and ended at 7.40pm.

***11 Public speaking**

There were no public speakers at the meeting.

***12 Minute confirmation**

The minutes of the Overview Committee held on the 30 August 2018, were confirmed as a true record.

***13 Declarations of interest**

No declarations were made at the meeting.

***14 Commercial Property Investment Framework**

The Chairman welcomed Tim Child, Senior Manager for Property and Estates. The committee received a short presentation summarising the process which led to a draft Commercial Property Investment Framework being prepared, the work to date in drafting the Framework for the Council to operate under and the fundamental principles contained within, along with next steps.

The Framework is set to deliver £450K additional net rental income per annum by 2020/21 through circa £20,000,000 investment. Aside from income, additional benefits would come from regeneration, business rates income, New Homes Bonus, employment, prosperity and the unlocking and accelerating delivery of sites. The approach was set out to the committee as:

- Circa £10,000,000 investment within Income Only Fund (IOF) – minimum 3% net rental return. Inside or outside of District
- Circa £10,000,000 Income Plus Fund (IPF) – wider District benefits, therefore minimum 1.5% net rental return. Inside District
- Types of Investment:
 - Management of existing assets (IPF)
 - Acquisition for Commercial income (IOF)
 - Acquisition for District benefits (IPF)
 - Direct development (IPF)
 - Strategic Partnerships / Joint Ventures (IPF)

The Framework had been drawn up to provide a clear, costed, risk managed and structured programme of investment, using rigorous criteria and with the appropriate decision making capabilities to respond to market opportunities in an agile but safe manner.

Detail on the scoring matrix and the decision making process would be provided to a Special Asset Management Forum meeting before going to Cabinet and onto Council in December 2018.

Debate by the committee included:

- How the workshop projects at Seaton fitted in with the framework proposed and the prospect of delivery; in response from both officers and the Chairman of the Asset Management Forum (AMF), the projects were still credible but further due diligence

was needed, not least around strategy, before these could be progressed. Moving forward the projects will be delivered as capital projects and in line with the Council's governance and project management of such projects. Involvement of audit would happen once the framework had been implemented and some projects progressed through it. This would become part of the working programme for the South West Audit Partnership (SWAP) with reporting to the Audit and Governance Committee;

- Some proposals were already been reviewed in line with the draft framework to commercial property investment and as per the steer already provided by Members;
- Need to see clear reporting and decision making process in the delivery of this framework, with the involvement of Members as well as officers;
- The investments should not be for new housing, but mixed use development was acceptable;
- If opportunities to invest beyond the boundary of the District arose, they should only be considered if falling within the south west area;
- Skill sets required for the implementation and delivery of the framework would need to be in place, with recruitment specifically for this commercial mind-set undertaken if necessary;
- Whilst the proposed framework was modest, there was still a risk to the Council in competing in a competitive market and investing in commercial property;
- Assessing where to look for such investment opportunities – local knowledge was invaluable for local opportunities;
- The Council had already approved funding for external consultants to support the commercial investment.

The Chairman of the AMF reminded the committee of the work of his Forum. Projects were closely monitored, with further scrutiny by the Capital Strategy and Allocation Group for major projects funded from the Capital Programme. The framework proposed retained a democratic element for Members to be involved, but was not so protracted that it hindered the decision making progress, should the need to act on an opportunity present itself.

The Chairman of the committee welcomed the progress made following the debates held earlier in the year on commercial property investment.

RESOLVED that the Overview Committee:

- 1. Notes the work undertaken to date and the direction of travel of the Commercial Property Investment Framework (CPIF);**
- 2. Support the fundamental principles of the CPIF as set out within the report presented to the Committee on 27 September 2018;**
- 3. Notes that the CPIF will be debated at a Special Asset Management Forum and Cabinet.**

***15 The House of Lords Select Committee on Regenerating Seaside Towns and Communities – call for evidence**

The Committee had received a draft submission for consideration, covering a number of specific examples as evidence.

Councillor Matt Booth had submitted a number of comments in advance of the meeting, which had been received and would be taken into account. Other issues were raised by Members to be included or referenced in the submission:

- Erosion of the public footpaths – could funding be sourced to help mitigate this;
- Stronger comment on the impact of the aging population in the District, particularly on the demand for health services being severe;
- Include reference to local neighbourhood plans, which were based on local knowledge and well sourced local evidence on what that local community wanted;
- Strengthen pressure about fairer business rates in order to better support small businesses in the area, which were part of the attraction to both visitors and residents;
- Impact of seasonal demand;
- Include reference to the ratio of income to house price, limited opportunity for education, and demand for office space in seaside areas; more office space would attract a younger working population
- Reference to smaller coastal communities and their lack of facilities;
- Hinterland to the coastal communities holds the employees of coastal towns;
- Some transient element of homes in centre of Exmouth relating to flats;
- Look at opportunities with those local communities to enable them to run and sweat their local assets;
- Homelessness figures and impact that has on coastal towns.

The Deputy Chief Executive thanked the committee for their comments

RESOLVED

that, taking into account the discussion at the meeting, the Deputy Chief Executive, in consultation with the Chairman of the Overview Committee, finalises the draft response to the Select Committee, to be considered as an urgent item by Cabinet on 3 October 2018.

***16 Overview forward plan**

A request was made to extend the item relating to Economic profile to include an update from the Economic Development service. Members were advised that the Scrutiny Committee would be reviewing the relevant service plan on the 4 October.

RESOLVED that the forward plan be noted.

Attendance list

Councillors Present:

Graham Godbeer (Chairman)
Mark Williamson
Peter Faithfull
Mike Allen
John Humphreys
Steve Hall
Rob Longhurst
Tim Dumper

Councillors Also Present:

Geoff Pratt
Geoff Pook
Cathy Gardner
Bruce de Saram
David Barratt

Officers

Richard Cohen, Deputy Chief Executive
Tim Child, Senior Manager - Property and Estates
Linda Perry, Regeneration Officer
Giles Salter, Solicitor
Debbie Meakin, Democratic Services Officer

Councillor Apologies:

Ian Hall (Vice Chairman)
Matt Booth
Ian Thomas

Chairman Date.....

Recommendations for Cabinet that will resolve in an action being taken:

Scrutiny Committee on 4 October 2018

Minute 26 Review of Economy & Regeneration Services, and the Growth Point Team service plans 2018/19

RECOMMENDED by the Scrutiny Committee:

Recommended to Cabinet

- | |
|---|
| <ol style="list-style-type: none">1. that this committee acknowledges the risk identified in the Growth Point Service Plan that housing and employment development should not be out of kilter and will be monitored closely by the Growth point Team.2. that this Council should aim to boost resilience of the local economy and develop a self-sufficient economy as much as possible, whilst maintaining an international focus. |
|---|

EAST DEVON DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny Committee held at Knowle, Sidmouth on 4 October 2018

Attendance list at end of document

The meeting started at 6.00pm and ended at 8.11pm.

***22 Public speaking**

There were no members of the public present.

***23 Minutes**

The minutes of the Scrutiny Committee held on the 6 September 2018 were confirmed and signed as a true record.

***24 Declarations of interest**

No interests were declared.

***25 Electoral Services Update**

Mark Williams was unable to attend the meeting since he was representing EDDC, at an event convened by South West Councils. Henry Gordon-Lennox was present to address any issues arising from the report.

At the meeting on 19 April 2018, the Scrutiny Committee requested an update on progress made on the recommendations of the Association of Electoral Administrators (AEA) in their report of February 2018.

This report was to update members on progress made following the recommendations received.

Comments and questions raised by members included the following;

A question was asked in relation to use of the Council Chamber which will be smaller in the new building at Honiton, and whether a confirmed booking had been made for the 2019 elections if required. The response to this was that Exmouth Pavilion has been provisionally booked and Westpoint has also been considered, so that adequate contingencies are in place. Until Blackdown House is in operation, it will remain difficult to assess fully its appropriateness for election purposes, but other options are available as indicated.

A question about whether the Electoral services staff have the right sort of space to work within at the new building, received the response that they will have a dedicated space solely for their purposes, which includes a secure office within the building and lockable rooms with high security measures in place. Secure off site storage facilities are also being investigated.

A question was asked relating to issues raised by the Electoral Commission about proofing and checking procedures for printed materials to ensure accuracy of information, and to prevent undue pressure on staff involved in elections if errors occur. Henry Gordon-Lennox confirmed that he had had discussions with Mark Williams about the need for such procedures, and this would be progressed.

A question about printing was raised further to discussion at previous meetings, and the current decision in place. Henry Gordon-Lennox confirmed that as far as he was aware there had been no change to the previously stated intention to outsource the printing of election information. He would seek an update from Mark Williams in relation to printing and bundling.

The Chairman asked about print providers and received the response that different providers offered different services in relation to canvassing and registration and the elections process.

A question was asked about the cost of elections. Officers explained that the cost of the Electoral Services team is a cost to the Council, while the cost of an Election is separate to that and can be charged back to the respective authority, such as the Government in the case of a General Election. If additional staff are required whose time is connected directly to the work of an election, this could also be charged back.

The Chairman referred to the recommendation made to increase the establishment to four full – time members of staff. Henry Gordon-Lennox stated that a fourth member of staff had been appointed on a part-time basis, with the option of it becoming full-time should work volumes require it. The recommendation was a reflection of the situation at the time, and if all the other measures in response to recommendations which have been put in place have a positive effect, it may not be necessary to make this a full-time post, but the option is available if circumstances deem it appropriate.

The question was asked about whether the Council would be fully prepared if there was a snap decision to hold an election. The response was that it would be. Having a General Election in May 2019 alongside District and other elections would increase the pressure of work, but it is a requirement upon all officers to assist with an election as a priority if the Returning Officer requires assistance.

Members pointed out that whilst there has been discussion about technical issues relating to elections, there was also a need to consider the conduct of political parties at elections, and issues such as voter intimidation and problems outside polling stations. That all parties should behave in a fit and proper manner as outlined in the guidance from the Electoral Commission, and be aware of the expectations required of them. Officers confirmed that guidance would be issued to agents and that there would be briefings sessions for them prior to the elections and to provide clarity for all those involved.

In response to questions about availability during the evening of the elections, it was confirmed that the Returning Officer and Elections Services team would be available throughout the election, and all presiding officers should have mobile phones with them or access to a phone. Presiding Officers would have had a comprehensive briefing from the Returning Officer and a set of Electoral Commission guidance papers to guide them.

It was pointed out that mobile phone coverage in Devon at times can be unreliable, but that there should be network coverage near polling stations and other means for getting in contact during an election, and that there will be someone to contact at all times.

In relation to emergencies or anomalies, such as checking where someone is registered to votes or proxy votes, the central contact point would be the Elections Services team.

In response to questions about whether a public address (PA) system will be available and checks on the door where the counts occur, it was confirmed that a PA system will be available and that only authorised people will be allowed to be present at the count and a process put in place at various venues to ensure that this is the case as happens currently. Further comments were made about staffing and it was acknowledged that it is the duty of the Returning Officer to provide for the delivery of an election and all the processes required to do so, including ensuring adequate staffing is in place and that the Council has an obligation to provide the necessary resources. The option for increasing the current complement of staff as outlined in the recommendations of the AEA is fully budgeted for.

RECOMMENDED to the Returning Officer;

This Committee recognises the report of the AEA and this report of the Returning Officer to update members on progress made in relation to all of the recommendations received, including the responsibility of the Returning Officer to have sufficient staff in place. Further;

1. That consideration be given to offering training to agents and candidates of political parties in line with Electoral Commission guidelines on the requirements and expectations for the smooth running of an election process including conduct of those involved to ensure any election is conducted in a positive manner.

2. That the Committee endorse the increase in staffing resource when necessary to secure the effective running of elections.
3. That a documented proofing procedure for the printing of election materials is developed.

***26 Review of Economy & Regeneration Services, and the Growth Point Team service plans 2018/19**

The Chairman welcomed Cllr Philip Skinner as Portfolio Holder for Economy; Richard Cohen as Deputy Chief Executive who leads on Development, Regeneration & Partnerships; Robert Murray, as Economic Development Manager; Tim Child, as Senior Manager for Property & Estates; Andrew Wood, as East of Exeter Projects Director, Growth Point Team and Alison Hayward, as Senior Manager for Regeneration & Economic Development.

Also attending are Karen Jenkins, Strategic Lead for Organisational Development & Transformation, and Simon Davey, Strategic Lead for Finance.

This item is the second of a series of reviews of existing Service Plans at Scrutiny Committee meetings which may result in recommendations from members related to service planning and budget setting in the future.

Update on Enforcement issues in relation to trees;

Before considering the Service Plans for [Economy & Regeneration Services](#) and the [Growth Point](#) service plan, the Chairman outlined to members that following the last meeting of the Scrutiny Committee, there had been a meeting on 10th September between himself and the Vice Chair with Karen Jenkins, who has the overall responsibility for ensuring that the Service Plans are produced and that performance monitoring against them takes place on a regular basis, by Scrutiny.

Following that meeting, the Chairman formally made a request on behalf of members that Karen raise an issue at the next Senior Management Team (SMT) meeting on 19th September, in relation to issues raised by Scrutiny members.

In order to have more detail on the volumes of prosecutions relating to TPO breaches which are considered by the Development Management team, and facilitate a better understanding of the numbers of potential breaches which are not considered to warrant further action, SMT were asked to consider the introduction of a Key Performance Indicator (KPI) relating to damage/removal of trees and initiation of legal proceedings.

Karen Jenkins confirmed that this was discussed and considered a good idea, and Service Leads are currently considering the wording of a KPI which the Committee will be made aware of.

The Chairman introduced this review by reiterating that service planning for 2019/20 is underway and Service Leads have been asked to draft their preliminary future service plans by early December. Accordingly, it is good timing for the Committee to do this work.

Committee trialled this approach at its last meeting in order to become better informed and be able to influence at an earlier stage of the Service Planning and budget setting process. Discussion included the following points and questions;

- Members asked Richard Cohen whether we would know that stated aims had been met without having many PIs, for example in relation to the delivery of infrastructure at Cranbrook. Officers referred to a number of PIs, such as the volume of Floor space for employment use being delivered, and a number of other trigger points for delivery which would need to be monitored variously by teams engaged in growth and regeneration work, and in line with the Planning framework.
- Members referred to the Growth Point Development Prospectus and noted the comments about how to improve the infrastructure, including work with Devon County Council (DCC) in relation to connectivity. Officers outlined that the Council

had agreed to extend the borrowing for infrastructure, including an extension of the Bus service in order to get people to the Met Office, the Science Park and Airport. Opportunities for new enterprise development was very important and connecting local people to local jobs matters, so the development of the Construction Academy is significant in this context.

- There were comments about the mismatch between local demand and growth projected, and the need for local jobs which does not transpire. Officers confirmed that they were aware of the opportunities for developers to seek more value out of land by change of use, and defended sites for employment purposes against housing developments as part of the commitment to balanced communities by delivering employment alongside housing.
- Reference was made to a recent survey in Axminster Business Park where businesses were asked about their future aspirations. The majority confirmed that there was currently no land to expand their businesses into. The next Service Plan will be taking this into account and preventing loss of land suitable for employment purposes as much as possible.
- Comments were made about the opportunities for farmers to state they are diversifying and then use land for non-agricultural use. Officers outlined that they were supportive of agricultural businesses and communities if they wished to diversify, but not to use land associated with agricultural purposes for building large factories or similar. Many lie within Areas of Outstanding Natural Beauty (AONB) in which specific criteria apply. There will be close liaison with planning colleagues on these issues.
- Questions were asked about the challenge of delivering bigger projects in an area where both large and small scale projects were required in rural areas. Officers confirmed that it was not plain sailing but the Enterprise Zone Designation assisted with this. This was a five year programme and potentially very powerful in accelerating the delivery of increased commercial activity, through mechanisms such as the Business Rate incentivisation period aimed at encouraging new business development.
- A number of members referred to staffing and resourcing issues within the Council to address issues identified within the Service Plans. Richard Cohen confirmed that communications between the Growth Point and Economic Development Teams are strong and resourcing is kept under constant review. The relationship with Greater Exeter requires the Council to ensure adequate resourcing is available and appropriate to the task.
- Questions about whether heavy discounts in the growth area will be skewing the market received the response that that was the intention, in terms of encouraging businesses to expand and/or relocate.
- With reference to the Economy & Regeneration service plan, it was indicated that several Regional Development Funds (RDF) bids would be made. It was confirmed that a bid had been made in relation to the East Devon Business Centre which was unsuccessful. In the light of BREXIT, no further bids will be made.
- The Chairman asked what impact BREXIT will have on Service Plans. Officers replied by confirming that whatever the outcomes were, EDDC would be seeking to strengthen resilience and employment opportunities within East Devon. This could be done at key sites in the Enterprise Zone and supporting local businesses. Considering the availability of workforce skills and capability so that the area is able to deal with a range of external variables. There are already staffing difficulties in the construction industry with the flight of workers who came from the EU, so that EDDC will be promoting local skills development. A National Review of skills called 'The Burning Platform' outlined difficulties ahead. EDDC are working with Exeter College

and looking at Construction Industry training in order to train local people on site and retain them for the future.

- The Chairman asked what gaps there were in services for the future. Officers responded that local Businesses indicated they needed places to grow, so EDDC were trying to encourage indigenous investment, through mechanisms such as the Enterprise Zone and a Commercial Investment Fund to create investors, allocate land and generate interest.
- Members asked why there was no reference to medical centres or hospitals in the Growth Point Service Plan. Officers said that there were references to healthy lifestyles and what infrastructure is required in places like Cranbrook. These issues are being actively addressed with the Clinical Commissioning Group (CCG) and the Royal Devon & Exeter Hospital Trust, acknowledging that infrastructure is required.
- In relation to questions about regeneration in Honiton, officers confirmed that the Council have a number of current and ongoing commitments within resources available to undertake regeneration activities, including at Exmouth, Seaton and east of Axminster.
- Officers outlined that almost £100m had been invested in infrastructure, including the DCC Phased Access Strategy which had contributed £50m and been put towards Cranbrook Railway Station. There was a deliberate focus in the Service Plans to look at what is required in future and see how it can be delivered in advance of need, for example, routes to schools, stations and other facilities.
- In relation to transport infrastructure, this was a key element of the plans, working closely with Exeter City Council and encouraging employment opportunities closer to where people live to minimise the need for commuting.
- There are ongoing negotiations with GWR and Network Rail about the possibility of doubling the number of trains along some routes, including running trains through Cranbrook with a ten-minute journey time into Exeter Central.
- The Chairman asked if the PIs are adequate in telling members what the service is trying to achieve. Officers responded that they do reflect the key aims of the Council and the opportunities to promote economic growth and local prosperity. There are targeted outputs which can help monitor the range of support for local businesses, job creation, new activity and key infrastructure projects and the PIs will be reviewed.
- A question was asked about how decisions are made in terms of determining the need for space for local micro and SME businesses. Officers responded with reference to the survey in Axminster Business Park where all businesses were approached about growth aspirations, whether they employed more than 280 people or were single person businesses. This was a proactive initiative and yielded important evidence of demand outstripping supply as a result of there being no vacant premises. What was currently lacking was a District-wide understanding of where demand lies and more comprehensive work was required to address this.
- In terms of promoting the work and achievements of the Growth Point, Regeneration and Economic Development teams, more could probably be done to publicise their work. For example, through publicity at local events such as 'Gate to Plate' and the use of dedicated Public Relations expertise available in the Growth Point Team

Recommended to Cabinet

1. that this committee acknowledges the risk identified in the Growth Point Service Plan that housing and employment development should not be out of kilter and will be monitored closely by the Growth point Team.
2. that this Council should aim to boost resilience of the local economy and develop a self-sufficient economy as much as possible, whilst maintaining an international focus.

Recommended to the Economy & Regeneration Service

that the Economy & Regeneration Service explores a mechanism for the coming year to examine Neighbourhood Plans to establish what local need is identified for local business support and to enable the Council to take a proactive approach.

Resolved;

that the Scrutiny Committee request that the Planning Service consider land use associated with infrastructure requirements and specifically the provision of appropriate health care services, in line with NHS recommendations for future hospital growth, within the Growth Point area.

***27 Item for information – Broadband in rural areas**

At its meeting on 22nd March 2018, the Scrutiny Committee discussed Broadband issues in rural areas (Minute 37, Broadband update refers) and made three recommendations to Cabinet. When it met next on 2nd May, Cabinet considered the recommendations and resolved that all of the recommendations be agreed.

One of the recommendations was to ask the Diocese for their continued support using church premises in providing the infrastructure necessary for a broadband solution for rural parishes.

This was followed up the Economic Development Manager, Robert Murray, who contacted Louise Bartlett (Senior Church Buildings Adviser) to discuss Diocese support for broadband provision in rural parishes.

The main updates were that:

- The Diocese are already actively engaged in enabling rural broadband provision via approving use of church buildings to host equipment.
- The principle of support is well established. They have so far permitted the use of 9 churches (including in Talaton) to host antennas.
- Applications from companies representing rural community beneficiaries are sent to Louise for her team to carry out the initial assessment.
- These have primarily been with Airband via the CDS programme rollout to date.
- Each application received is assessed on its own merit with the condition, setting and listed status of each relevant church building being taken into consideration.
- Once approved, the application then goes to 'Faculty' for 2nd stage/final approval.
- Louise has provided assurance that they remain actively engaged and look forward to receiving and considering new applications for church use.

The Chairman considered this to be a very positive response by the church authorities to an approach from EDDC, and suggested that information be provided to the Press Office to enable them to send out a press release. This was agreed.

***28 Scrutiny forward plan**

Members agreed that at the forthcoming meeting in November they would consider the Service Plans for the Planning & Planning Policy Service, and Streetscene.

The next review of service plans would be in February and consider the Countryside & Arts Service Plans.

In relation to fly tipping, Cllr Rylance stated that she would need to progress this with Cllr Tom Wright, since he was waiting for information not yet available. He had requested that all fly tipping incidents were logged since January this year and was awaiting an update on this.

Broadband had been covered in the last item and would be reviewed again in about six months' time.

The issues relating to lack of hospital provision raised by Cllr Bailey, and Enforcement Policy raised by Cllr De Saram could be put to Ed Freeman at the next meeting when he attends to discuss the Service Plan.

The Chairman closed the meeting at 8.11pm.

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

Scrutiny Members present:

Brian Bailey
Bruce De Saram
Cathy Gardner
Roger Giles
Graham Godbeer
Simon Grundy
Cherry Nicholas
Val Ranger
Marianne Rixson
Eleanor Rylance

Other Members

Mike Allen
David Barratt
Susie Bond
John Dyson
Peter Faithfull
Ben Ingham
Geoff Jung
Philip Skinner

Officers present:

Richard Cohen - Deputy Chief Executive, Development, Regeneration & Partnerships.
Andrew Wood - East of Exeter Projects Director, Growth Point Team
Robert Murray - Economic Development Manager.
Alison Hayward – Senior Manager, Regeneration & Economic Development
Tim Child - Senior Manager, Property & Estates
Steve Pratten – Relocation Manager
Henry Gordon – Lennox – Strategic Lead – Governance & Licensing
Simon Davey – Strategic Lead - Finance
Karen Jenkins – Strategic Lead – Organisational Development & Transformation
Anita Williams - Principal Solicitor & Deputy Monitoring Officer
Sue Howl - Democratic Services Manager

Apologies from Scrutiny Members:

Maddy Chapman
Stuart Hughes
Bill Nash
Darryl Nicholas
Eileen Wragg

Apologies from Non – Scrutiny Members:

Jill Elson
Geoff Pook
Ian Thomas

Tom Wright

Apologies from officers:

Mark Williams – Chief Executive and Returning Officer

Chairman Date.....

Report to: Cabinet
Date of Meeting: 31 October 2018
Public Document: Yes
Exemption: None
Review date for release: None



Agenda item: 16

Subject: Delivery of Axminster Relief Road

Purpose of report: This report is to update Members on progress with work on the delivery of the Axminster Relief Road and associated master planning of the urban extension allocated in the Local Plan. The report also considers the implications of the successful HIF funding bid for £10 million towards the delivery of the road and options for securing the delivery of the road in full.

Recommendation: **Members are asked to:**

1. Consider the progress that is being made towards the delivery of the Axminster Relief Road and urban extension.
2. Agree in principle to borrowing the shortfall in funding for the relief road (currently estimated at £6.7 million) on the basis that this would be repaid through developer contributions.
3. Agree that detailed arrangements be agreed with Devon County Council for EDDC to work in partnership with DCC on the future tender of a contract for the construction of the road, oversight of the construction works etc.
4. Agree that a detailed proposal be compiled with a programme for the borrowing and repayment of funds and presented to Members at a future meeting.

Reason for recommendation: The recommendation is considered to be both the best and the only viable way of delivering the Axminster Relief Road, unlocking the Axminster eastern expansion site and securing the spend of the previously committed £10 million of Housing Infrastructure Funds.

Officer: Ed Freeman – Service Lead – Planning Strategy and Development Management

Financial implications: The principles outlined in the report are for the Council to forward fund the project gap of £7m and for this to be repaid by developers through legal agreements. Further details are required to ensure such an arrangement can be entered into giving the Council full assurance that the monies will be repaid, including associated interest. To emphasise the risk of non-repayment a 40 year loan of £7m would incur an interest cost of £5m should the Council be left to fund this expenditure.

It is seen that this report is an agreement in principle with a further report to members required once more details can be confirmed.

Legal implications: The approach advocated would appear to be logical and legally sound. However there will need to be further detailed consideration of the matter to ensure compliance with relevant legal requirements (procurement, State Aid etc) as the scheme progresses. At this time there are no further legal implications requiring comment.

Equalities impact: Low Impact

Risk: Medium Risk

The risk of proceeding as recommended is that the required funds are borrowed and development upon which repayment relies does not proceed for some reason. This is however considered unlikely as the land is largely controlled by two willing parties engaged in a masterplan process. There is also the opportunity to wait to commit to any loan until such time as planning permission has been granted to one or both parties to minimise risk.

Links to background information: East Devon Local Plan Proposals Map – Axminster - <http://eastdevon.gov.uk/media/1462340/new-local-plan-axminster-jan-2016-final.pdf>
East Devon Local Plan text - <http://eastdevon.gov.uk/media/1772841/local-plan-final-adopted-plan-2016.pdf>
Axminster Masterplan Consultation - <http://eastdevon.gov.uk/planning/planning-policy/axminster-masterplan/>

Link to Council Plan: Encouraging communities to be outstanding, Developing an outstanding local economy, Delivering and promoting our outstanding environment, Continuously improving to be an outstanding council.

Background

The adopted East Devon Local Plan establishes a vision for the future of Axminster which states that:

Our vision for Axminster is one of:

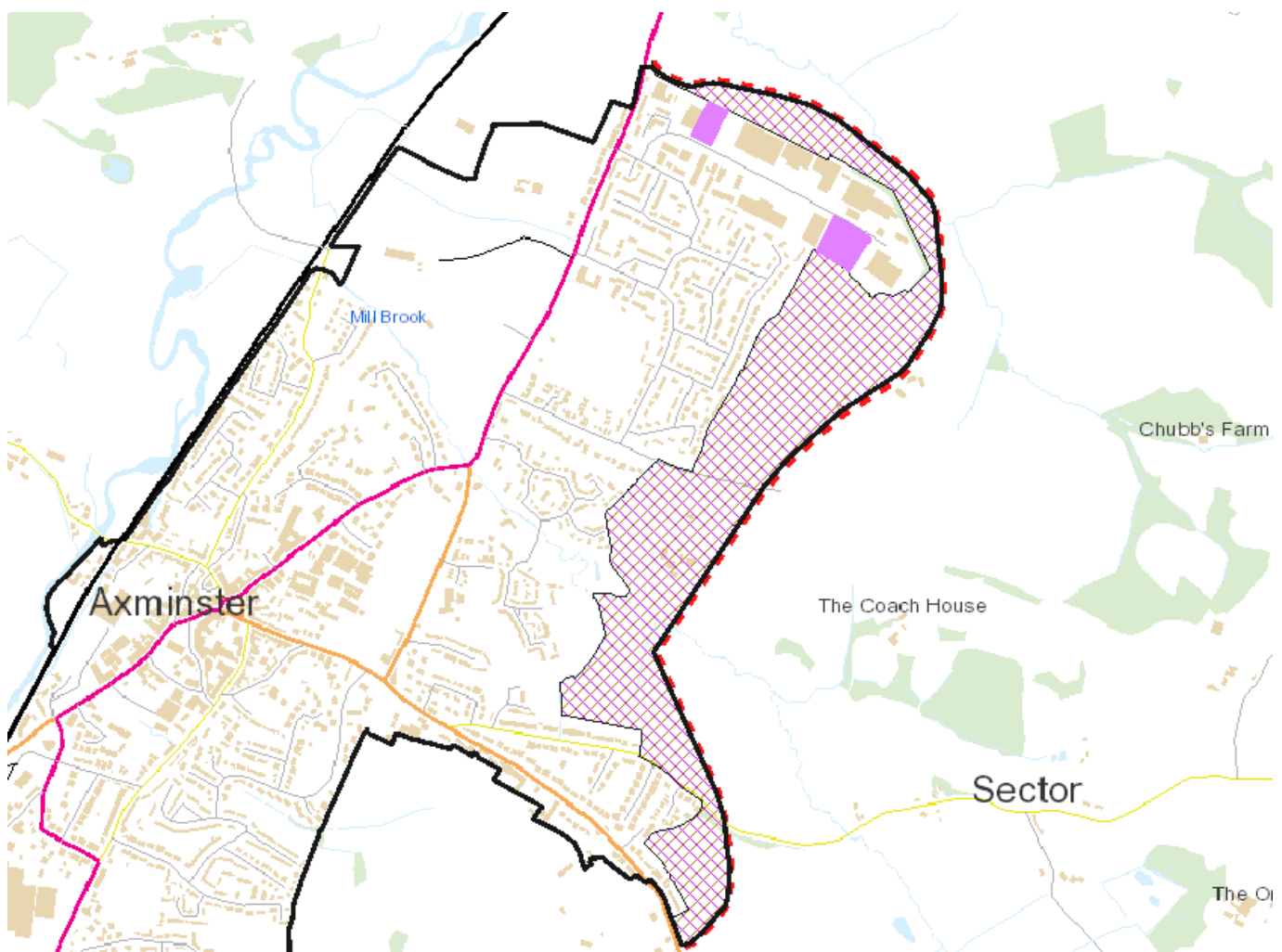
Larger scale housing growth to promote and be a catalyst for further commercial activity. A focus will be placed on town centre regeneration with recognition of need for measures to address adverse traffic impacts and also to conserve and enhance the fine built heritage of the town and surrounding countryside. We already have plans in place for provision of residential, commercial and recreational provision to the North of Cloakham Lawns.

We will also plan for major mixed use strategic development to the East of the town for up to and in the longer term potential for more than 650 new homes and a North-South relief road, a key item of infrastructure for the town, and to also increase the critical mass of residents in the town to support the future vitality of Axminster.

To achieve the latter part of the strategy a large urban extension was allocated in the local plan for a mixed use development comprising:

- i) Around 650 new homes;*
- ii) 8 Hectares of land for mixed job generating commercial and employment uses;*
- iii) a range of social, community and open space facilities to support development;*
- iv) a 210 pupil primary school (1.5ha site – which forms part of the overall 8 hectare employment allocation), including a nursery and accommodation to support children's centre services; and*
- v) a North South relief road for the town will be delivered as part of this development linking Chard Road (A358) to Lyme Road (B261).*

The site is shown hatched on the plan at the top of the following page with the originally envisaged alignment of the relief road shown dashed on the north and eastern edge of the allocation.



Control of the allocation is split mostly between Persimmon Homes and The Crown Estate, with Persimmon Homes controlling the northern and southern most portions of the allocation and The Crown Estate controlling the central part.

Persimmon Homes submitted planning applications in outline for 3 portions of land that form part of the allocated land in 2015. Between them these proposed 430 homes and were considered by the

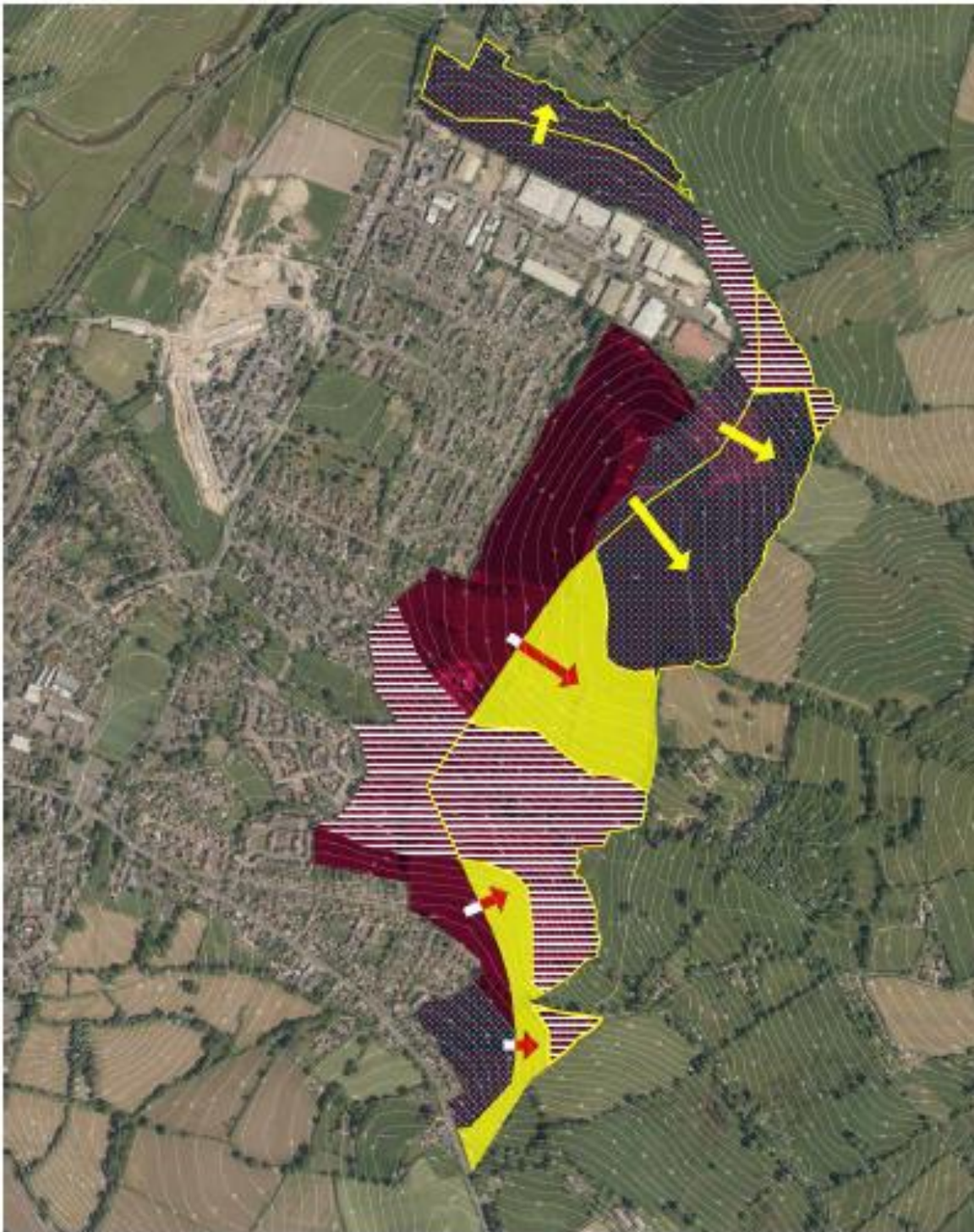
local planning authority under application references 15/0435/MOUT, 15/0436/MOUT and 15/0442/MOUT. These applications were each refused for a number of reasons including the lack of a masterplan approach to the development of the whole of the allocation which is a requirement of the Local plan and the expansion of the allocation beyond that identified in the local plan which at that time was only draft.

The Council considered that these applications illustrated the need for a masterplan that distributes the different uses appropriately across the site and how key infrastructure, such as the relief road, can be delivered alongside the development. The remaining reasons for refusal relating to specific issues with the submitted scheme or a lack of information on various issues and can all be addressed. Lengthy discussions followed the refusals with Persimmon Homes and The Crown Estate over master planning of the allocation and both parties are now engaged in this process. The two developers and the Council have jointly commissioned HYAS Consultants to produce a masterplan for the development of the site which will set a template for planning applications from each of the developers.

Initial work carried out by the consultants has illustrated some of the issues with delivering the allocation in the Local Plan as parts of the site are sensitive in the wider landscape or undevelopable due to topographical constraints as illustrated on the plan below:

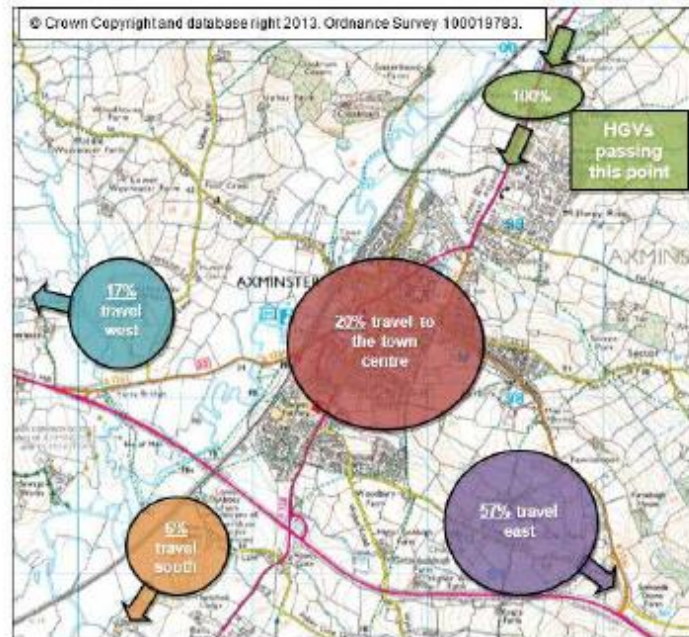
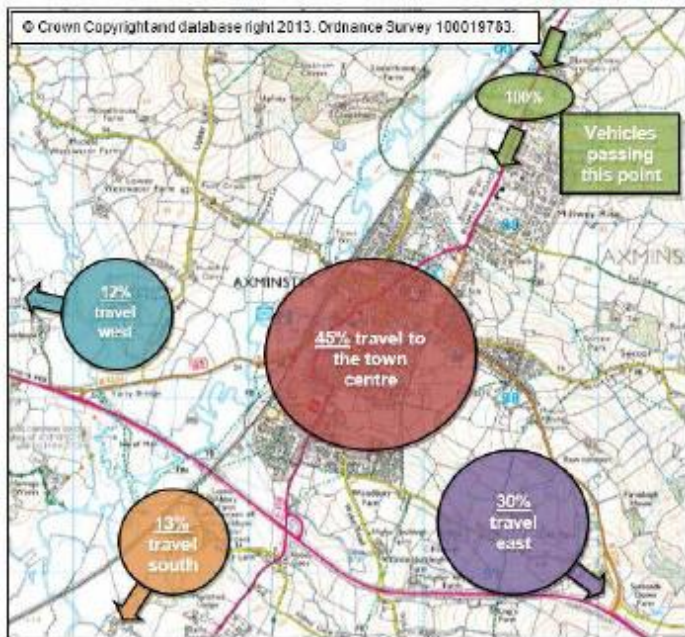


These constraints mean that it will not be possible to accommodate the originally envisaged 650 homes and employment and community spaces on the site without developing the site at densities more appropriate to a town or city centre which would not be appropriate for this site on the edge of the town and close to an Area of Outstanding Natural Beauty. In order to accommodate the envisaged levels of growth in an appropriate manner the site would need to be expanded into the adjoining land to the east. This further land is also controlled by Persimmon Homes and The Crown Estate and is no more sensitive in the landscape than the allocated areas. The allocation was largely defined by a proposal put forward in response for a call for sites early in the preparation of the local plan. The site was put forward by Westbury Homes who were subsequently taken over by Persimmon Homes. The opportunities to expand the site are shown on the plan below:



In addition to the levels of development envisaged the urban extension is also envisaged to deliver the north/south relief road. Devon County Council have estimated the cost of the road at £16.7 million although these costs will vary depending on the final alignment. The relief road is therefore a massive cost on the development but is vital to the future growth of the town given the impact that HGV's and other traffic passing through the town has on congestion, air quality, the attractiveness of the town centre and the damage that has been caused to historic buildings as large vehicles try and navigate its narrow streets. Traffic studies in the past have made a clear and compelling case for the relief road showing how it could divert 57% of the HGV's that currently go through the town centre away and to the east of the town.

A summary of the traffic studies findings is shown below:



A relief road around the north east of Axminster has the potential to divert the 30% of all traffic which travels east after passing through the town centre.

A relief road around the north east of Axminster has the potential to divert the 57% of HGVs which travel east after passing through the town centre.

It was clear from the time of the allocation of this site and the relief road in the Local Plan that the development would not in itself be able to fund the relief road and so the opportunity was taken to bid for funding last year when the government announced the Housing Infrastructure Fund. The fund was established to help to fund large pieces of infrastructure that are required to unlock sites where significant numbers of new homes could be delivered. The Council successfully bid for £10 million of funding for the relief road in Axminster. The injection of this funding has provided the impetus to progress with the masterplan and detailed design of the road.

An initial consultation exercise was held in July this year where the issues with developing the site and the potential need for expanding the site were raised with consultees and residents in the town. Largely the delivery of the relief road was welcomed and there was general support for development in the town with the benefits of these developments being widely recognised. There were some reservations about the scale of development and its impact albeit the scale was not quantified as part of the consultation and a detailed masterplan is still being worked up and will be subject to consultation in late September/October. It is then envisaged a revised plan following consultation will be considered by Strategic Planning Committee. In the meantime Persimmon Homes and The Crown Estate are working up their own planning applications for the development of their respective portions of the site to align with the masterplan with a view to these being submitted later this year with the hope of gaining consent in the first quarter of next year. Persimmon Homes envisage building the site out themselves and subject to reserved matters consent would hope to start in late 2019/ early 2020. The Crown Estate are not developers and would look to gain consent in principle and then market the site to developers. Based on these timelines work on the relief road could start as early as late 2019/early 2020.

Delivery of the Relief Road

The delivery of the relief road raises a number of issues that need to be considered:

- How is the funding gap of around £7million addressed?
- How is the road to be procured and delivered?
- Should the road be delivered in full from the outset or phased alongside the delivery of housing?

It is envisaged that the shortfall in funding for the relief road would ultimately be met by the developers and paid for through receipts from the sale of homes and other buildings on the site. Both Persimmon Homes and The Crown Estate understand and accept this position. There is however a need for the road to be delivered ahead of the housing as it will provide access to the housing parcels. With this in mind Persimmon Homes favour delivering the road themselves so that they have control over the timing of its delivery to ensure that it is appropriately phased alongside their housing delivery and they are not held up by a third party such as EDDC or DCC. This is particularly a concern for Persimmon homes as they control the northern and southern parts of the site that have road frontage and would provide the two ends of the relief road without which the Crown Estate part of the site cannot be accessed. One or more of the Persimmon controlled parts of the site would therefore have to be delivered first. The delivery of the road is however reliant on the HIF funding to part fund its delivery and public procurement rules would make passing public money from the HIF fund directly to Persimmon Homes extremely difficult if not impossible. Such an approach would also raise issues of how the benefit of the HIF funding is fairly apportioned to Persimmon Homes and The Crown Estate to prevent suggestions of state aid. Equally neither party is capable of delivering the complete road from end to end. Axminster will not see the benefit of the road until such time as it is delivered in its entirety as there is no opportunity to link the relief road back into the existing highway network other than at its northern and southern extents. For all these reasons officers do not consider this approach to be viable and discussions with Homes England suggest that they would have grave concerns with this approach from the point of view of them administering the HIF fund and public procurement rules.

In light of these issues it is considered that the road would have to be procured and delivered by the public sector most likely EDDC and DCC working in partnership. It would be possible to do this in stages using the HIF funding to deliver the early phases of the road and financial contributions from the developers secured through a Section 106 agreement to pay for the latter stages. It is however likely that a development of this scale could take in the region of 10 – 15 years to be built in its entirety and in the meantime generate additional traffic through and around the town that the relief road is needed to address. Equally the staged delivery of a major piece of infrastructure like the relief road is likely to be the most expensive way of delivering as contractors would have to move on and off site and potentially each phase separately tendered. This approach could therefore lead to a significant escalation in cost. It would also lead to significant pressures on the existing highways through and around Axminster as well as increasing air and noise pollution and the other problems currently associated with traffic through the town.

An alternative approach would be for the Council to deliver the road in its entirety from the start of this project using the HIF funding and borrowing the shortfall. The shortfall and the costs associated with borrowing and procuring the road could be recouped from the developers potentially using a Section 106 agreement as part of planning permission for the site provided the permissions are issued in advance of works. The road is not considered to be a piece of strategic transport infrastructure and thus does not fall within the items on our reg 123 list and would not therefore be funded by CIL albeit it is recognised that it would be beneficial to clarify this through the upcoming CIL review to ensure that this is clear. These measures can be put in place in time to ensure that a Section 106 agreement can be used however alternative means of securing repayment from the developers exist and can also be explored.

Conclusion

It is considered that the only realistic and viable means of delivering the relief road and doing it in good time to deliver the benefits for the community of Axminster is to procure and deliver the entire relief road borrowing the additional funds from the public loans and works board with repayment secured from the developers. Members are asked to consider the principle of this option at this stage to establish an approach that can feed into the on-going work on the Axminster masterplan and inform further discussions with Homes England over spend of the HIF funds. Additional work is needed to consider more fully the cost implications and logistical implications of a resolution to proceed. It is considered that these details would be further investigated by officers and detailed proposal put together to be reported back to Members at a future meeting.

Report to: Cabinet
Date of Meeting: 31 October 2018
Public Document: Yes
Exemption: None



Review date for release None

Agenda item: 17

Subject: Transformation Strategy and Financial (2019 – 2029)

Purpose of report: To present the Transformation Strategy and Financial Plan 2019 – 2029

Recommendation: That Cabinet recommend to Council:

1. The approval of the Transformation Strategy and Financial Plan (2019 -2029).
2. £200,000 be allocated from the Transformation Fund to meet one off costs associated with the “fit for purpose” strategic theme in the Transformation Strategy.

Reason for recommendation:

It is good practice in managing the finances of the Council to produce a Financial Plan looking at the future direction of the Council’s budgets.

To consider the implications of spending plans and the level of resources likely to be available. It is only by looking at the Council’s budget over a longer period, that action can be taken that will influence the direction and shape of future service delivery within a balanced budget.

The Transformation Strategy identifies key strategic themes that underpin our transformational activity to help us achieve savings/efficiencies and to help continue to protect front line services.

Officer: Simon Davey, Strategic Lead Finance

Karen Jenkins, Strategic Lead Transformation and Organisation Development

sdavey@eastdevon.gov.uk

01395 517490

Financial implications:

The Financial details are contained within the Medium Term Financial Plan; the position presented is inline with previous reports and updates to Members.

Members are reminded that the Council has set aside monies in a Transformation Fund to assist the Council’s transformation programme by meeting upfront costs necessarily incurred in order to produce savings/efficiencies in future years. The balance as at 31/3/18 was

£1.898m, with existing commitments of £213k, leaving an uncommitted balance of £1.685m.

Legal implications: There are no direct legal implications requiring comment.

Equalities impact: Low Impact
Each action will be assessed individually for equality impact.

Risk: Medium Risk

Links to background information: [Transformation Strategy \(2019-2029\)](#)

[Financial Plan \(2019-2029\)](#)

Link to Council Plan: Continuously improving to be an outstanding Council

Transformation Strategy and Financial Plan (2019 – 2029)

1. Introduction

- 1.1 Cabinet last adopted the Transformation Strategy and Financial Plan in October 2017 which covered the period 2018-2028. The messages continue with the financial pressures for the Council not going away and the need to continually develop actions within the Transformation Strategy in transforming our services and the way we work which will also reduce our costs or increase income available to us.
- 1.2 A balanced budget was agreed by Council for 2018/19 despite a projected gap of £0.735m for the year alone, the Strategy contained actions that reduced our spending levels or increased the income available to us in order to balance our books.
- 1.3 This report presents for members an update of two key documents for approval; Transformation Strategy and Financial Plan 2019 – 2029, both documents are linked to this report. Details of these documents were debated by the Budget Working Party on 17th October 2018 who agreed in principle with the proposed direction being outlined.

2. Members' Consideration

- 2.1 The Budget Working Party help's the Council by considering the budget position at an early stage, to consider the Council's Medium Term Financial Plan and proposed Strategy to prepare balance budgets. The work of the Group is mainly focused on the General Fund position. It enables plans/ideas to be presented for discussion to determine if there is an in principle agreement to the approach being taken before reports are presented to Cabinet, Scrutiny and Overview for consideration. Recommendations and comments from these Committees will then inform the approach for preparing the detailed annual budget which will go to Council for approval in February 2019 and give officers a steer for producing balanced budget up to 2028/29.

3. A reminder of what transforming means for East Devon District Council.

- 3.1 East Devon District Council's purpose is to be a successful district council delivering or commissioning the services our council tax payers expect despite the significant reductions in grants.

- 3.2 Our Transformation Strategy sits alongside our Council Plan and outlines how transforming the way we work will deliver our purpose despite our projected budget gap of £4.6m if no action is taken by 2028/29.
- 3.3 It is intended that this is a dynamic strategy which will require review and update on at least an annual basis so that we can track progress and savings made.
- 3.4 The following ‘strategic themes’ make up our Transformation Strategy.
- 1) **WorkSmart**
 - 2) **Digital by design for a Digital East Devon**
 - 3) **Systems thinking reviews with a digital mind-set**
 - 4) **An organisational ‘fit for purpose’**
 - 5) **Commercial thinking to maximise income generation**
 - 6) **Actively pursue partnership working and alternative delivery models where it makes sense to do so**
 - 7) **Adopt place based approaches to grow local economies.**

The ‘strategic themes’ of this Transformation Strategy will be used to ensure that spending and savings proposals can be tested on an ongoing basis against pre-agreed criteria. Keeping the ‘strategic imperatives’ in mind will help everyone in the council keep a firm focus on how it directs its human and financial resources so that we steer a steady course to deliver despite the reductions in government funding.

4. Summary Financial position

- 4.1 The Medium Term Financial Plan (MTFP) model, contained within the Financial Plan, calculates a projected deficit for the Council’s General Fund in 2019/20 of £0.665m. An annual budget shortfall is projected through the life of the Plan up to 2028/29, equating to a cumulative budget deficit to find of £4.6m.
- 4.2 Key actions are identified within the Transformation Strategy, some of which need further exploration to determine the financial implications whilst other more immediate actions have been defined with a financial estimate/target of the savings/income generation that they will achieve. The table below shows the MTFP projected annual budget shortfall and compares this to the savings identified **so far** within the Transformation Strategy.

General Fund	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
MTFP Annual Budget Shortfall	665	1,952	279	159	112	125	632	137	309	276
Transformation Strategy where finance identified- assuming all saving delivered	(385)	(1,394)	(52)	(372)	(195)	(156)	-	-	-	-
Outstanding annual Shortfall/(Surplus)	280	558	227	(213)	(83)	(31)	632	137	309	276

- 4.3 In order to prepare a balanced budget for next year there is still a shortfall to meet of £0.280m and this is assuming all the actions/targets already identified are achieved. There is still more

to do but there is confidence that **the Council is able to demonstrate it has in place a proven mechanism to deliver balanced budgets.**

- 4.4 Within the Transformation Strategy is a target saving of £0.250m for the strategic theme of “fit for purpose” for 2019/20. It should be remembered that the savings identified reduce the base budget giving the savings each year going forward. The proposed actions to deliver this saving for next year’s budget are on track but do require the Strategic Management Team to make some staff structure changes within services at an operational level and is likely to lead some redundancy costs. Members are therefore asked to agree a budget of £0.200m from the Transformation Fund to meet these one off costs leading up to the preparation of the 2019/20 budget.
- 4.5 In addition to the above savings expected within the Transformation Strategy under the “fit for purpose” heading, additional actions will be required to achieve greater saving going forward in budgets beyond 2019/20. This may require more fundamental changes around strategic/service management and if this is the case will need member consideration and approval.
- 4.6 Included within the MTFP position are items where we have no choice in order to remain legal e.g. implications of new Homeless Act and to keep services to the current standards, but items have been excluded where funding requests need consideration on priority and funds available. These items are **excluded** from the position above as currently they are unaffordable, details are contained in the linked Financial Plan as a risk consideration.
- 4.7 There is a significant shortfall projected in 2020/21 (£1.952m) which mainly as a result of an assumed rebasing of business rate income thereby reducing our income by £1.1m. It is proposed in the Finance Plan that work continues in bridging this gap and driving self-sufficiency of the Council to give assurance to members that a balance budget can be presented to Members at this time.

EAST DEVON DISTRICT COUNCIL - MTFP summary Page																										APPENDIX A					
GENERAL FUND REVENUE BUDGET FORECAST																															
Oct-18																															
Note	BASE																														
	2018/19	2019/20		2020/21			2021/22			2022/23			2023/24			2024/25			2025/26			2026/27			2027/28			2028/29			
	Total	Addition	Reduction	Total	Addition	Reduction	Total	Addition	Reduction	Total	Addition	Reduction	Total	Addition	Reduction	Total	Addition	Reduction	Total	Addition	Reduction	Total	Addition	Reduction	Total	Addition	Reduction	Total			
BUDGET	14,142,270			14,973,160			15,273,088			16,136,712			16,720,810			17,287,483			17,877,296			18,362,578			18,925,691			19,502,015			20,158,944
AMENDMENTS TO BUDGET																															
1				704,700			(704,700)			0			0			0			0			0			0			0		0	
2				143,610			(143,610)			0			0			0			0			0			0			0		0	
3		20,000		20,000			(20,000)			0			0			0			0			0			0			0		0	
4		50,000		50,000			50,000			0			0			0			0			0			0			0		0	
5		60,000		60,000			(60,000)			0			0			0			0			0			0			0		0	
6		9,000		9,000			9,000			0			0	63,000		63,000			63,000		63,000				67,000			67,000		67,000	(67,000)
8		48,000		48,000			(39,000)			0			0			0			0			0			0			0		0	
9		27,000		27,000			(27,000)			19,000			(19,000)			4,000			(4,000)			4,000			(4,000)			4,000		(4,000)	
10		42,000		42,000			(42,000)			0			0			4,000			(4,000)			6,000			(6,000)			6,000		(6,000)	
		187,000		917,310			(736,310)			0			0	63,000		15,000			48,000			69,000			(69,000)			4,000		(4,000)	
SUPPLEMENTARY ESTIMATES / BUDGET CHANGES AGREED																															
11				0			0			0			0			0			0			0			0			0		0	
ONGOING BUDGET VARIANCES IDENTIFIED DURING BUDGET MONITORING																															
12			120,000	120,000			120,000			0			0			0			0			0			0			0		0	
13			47,000	(47,000)		111,000	111,000			0			0			0			0			0			0			0		0	
14		400,000		400,000		200,000	200,000			0			0			0			0			0			0			0		0	
15			0	0			0			0			0			0			0			0			0			0		0	
16			60,000	(60,000)			60,000			0			0			0			0			0			0			0		0	
17			150,000	(150,000)			150,000			0			0			0			0			0			0			0		0	
		520,000	257,000	263,000	311,000		311,000			0			0			0			0			0			0			0		0	
INESCAPABLE BUDGET CHANGES																															
18 a		357,612		357,612	213,764		213,764	218,040		218,040	222,400		222,400	226,848		226,848	231,385		231,385	236,013		236,013	240,733		240,733	245,548		245,548	250,459		250,459
b		10,370		10,370	10,578		10,578	10,789		10,789	11,005		11,005	11,225		11,225	11,450		11,450	11,679		11,679	11,912		11,912	12,151		12,151	12,394		12,394
c		43,762		43,762	44,638		44,638	45,530		45,530	46,441		46,441	47,370		47,370	48,317		48,317	49,284		49,284	50,269		50,269	51,275		51,275	52,300		52,300
d		19,697		19,697	20,091		20,091	20,493		20,493	20,903		20,903	21,321		21,321	21,748		21,748	22,182		22,182	22,626		22,626	23,079		23,079	23,540		23,540
19		390,743		390,743	491,850		491,850	390,533		390,533	335,428		335,428	355,169		355,169	363,904		363,904	372,929		372,929	382,256		382,256	391,900		391,900	401,877		401,877
20		(152,448)		(152,448)	(159,421)		(159,421)	(115,456)		(115,456)	(117,765)		(117,765)	(120,120)		(120,120)	(122,523)		(122,523)	(124,973)		(124,973)	(127,473)		(127,473)	(130,022)		(130,022)	(132,623)		(132,623)
21		67,500		67,500	19,125		19,125	18,169		18,169	17,260		17,260	16,300		16,300	15,340		15,340	14,379		14,379	13,418		13,418	12,457		12,457	11,496		11,496
22		30,000		30,000	50,000		50,000	0		35,000		35,000	0		0		0		0			0			0			0		0	
TOTAL INESCAPABLE BUDGET CHANGES		767,238		767,238	690,625		690,625	588,098		588,098	570,673		570,673	541,813		541,813	554,281		554,281	567,113		567,113	580,324		580,324	593,930		593,930	607,947		607,947
SERVICE PLAN COMMITMENTS NOT INCLUDED IN BASE BUDGET																															
23				0			0			0			0			0			0			0			0			0		0	
TOTAL "UNAVOIDABLE" CHANGES TO BUDGET		1,474,238	1,174,310	299,928	1,001,625	138,000	863,625	588,098	4,000	584,098	570,673	4,000	566,673	604,813	15,000	589,813	554,281	69,000	485,281	567,113	4,000	563,113	580,324	4,000	576,324	660,930	4,000	656,930	607,947	71,000	536,947
PREDICTED BUDGET REQUIREMENT	14,973,160			15,273,088			16,136,712			16,720,810			17,287,483			17,877,296			18,362,578			18,925,691			19,502,015			20,158,944			20,695,892
FINANCED BY:																															
Government Grant - RSG (Settlement to 2019/20 - assumed negative RSG removed)	126,670			0			0			0			0			0			0			0			0			0		0	
Government Grant - NDR Gov't baseline (Settlement confirmed to 2019/20)	2,571,060			2,622,481			2,674,931	2,728,429		2,782,998			2,838,658			2,895,431			2,953,340			3,012,407			3,072,655			3,134,108			3,194,596
Rural Services Delivery Grant	225,590			181,030			181,030	181,030		181,030			181,030			181,030			181,030			181,030			181,030			181,030			181,030
Transitional Grant	0			0			0	0		0			0			0			0			0			0			0		0	
NDR Uplift - Amount above Baseline (Rebased 2020/21)	1,100,000			1,300,000			200,000	300,000		400,000			500,000			600,000			700,000			800,000			900,000			1,000,000			1,100,000
Council Tax 2018/19 = £136.78 - Growth in base 500 each year, from 17/18 +	8,024,750			8,388,981			8,629,068	8,875,404		9,128,141			9,387,437			9,653,454			9,926,357			10,206,314			10,487,382			10,769,500			11,052,178
£5 per annum increase for remaining of settlement to 2019/20 then inflation	624,680			650,000			650,000	675,000		675,000			675,000			675,000			675,000			675,000			675,000			675,000			675,000
Interest & Loan Repayment	(222,910)			(335,000)			(435,000)	(435,000)		(435,000)			(435,000)			(435,000)			(435,000)			(435,000)			(435,000)			(435,000)			(435,000)
Savings target (Procurement)	70,000			70,000			70,000	0		0			0			0			0			0			0			0		0	
Council Tax Collection Fund Surplus	137,840			0			50,000	0		0			0			0			0			0			0			0		0	
Earmarked Reserve - one off items of expenditure	704,700			0			0	0		0			0			0			0			0			0			0		0	
Transformation Fund - members IT	0			48,000			0	0		0			0			0			0			0									

Appendix A

INESCAPABLE BUDGET CHANGES

Note

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£	£	£	£	£	£	£	£	£	£	£
BASE											
EMPLOY											
Inflation - Employees Pay											
Base Pay Budget (Salary/Wages/Overtime)	10,330,600	10,330,600	10,688,212	10,901,976	11,120,016	11,342,416	11,569,264	11,800,650	12,036,663	12,277,396	12,522,944
Assumed Pay Award Level (inline with Treasury Target on Public Sector Pay)		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Step increase new spinal points (Increase in salary actual calc £429K, 2% would be £242k so effect £187k GF = 81%)		151,000									
Total Pay		357,612	213,764	218,040	222,400	226,848	231,385	236,013	240,733	245,548	250,459
Inflation - Employees Other - Inline with General Inflation											
Base Pay Budget	518,520	518,520	528,890	539,468	550,258	561,263	572,488	583,938	595,616	607,529	619,679
Assumed Inflation Level		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Total Pay Inflation		10,370	10,578	10,789	11,005	11,225	11,450	11,679	11,912	12,151	12,394
Pension Increase - Stepped											
	2,188,120	2,188,120	2,231,882	2,276,520	2,322,050	2,368,491	2,415,861	2,464,179	2,513,462	2,563,731	2,615,006
Step inflation		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
		43,762	44,638	45,530	46,441	47,370	48,317	49,284	50,269	51,275	52,300
National Insurance											
	984,870	984,870	1,004,567	1,024,659	1,045,152	1,066,055	1,087,376	1,109,124	1,131,306	1,153,932	1,177,011
		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
		19,697	20,091	20,493	20,903	21,321	21,748	22,182	22,626	23,079	23,540
OTHER											
Inflation - Premises General											
Inflation Rate	1,345,460	1,345,460	1,372,369	1,399,817	1,427,813	1,456,369	1,485,497	1,515,206	1,545,511	1,576,421	1,607,949
Increased Sum		26,909	27,447	27,996	28,556	29,127	29,710	30,304	30,910	31,528	32,159
Inflation - Premises Utilities											
Inflation Rate	355,830	355,830	405,646	417,816	447,063	466,286	498,926	533,851	571,221	611,206	653,991
Increased Sum		49,816	12,169	29,247	19,224	32,640	34,925	37,370	39,985	42,784	45,779
Inflation - Premises Rates											
Inflation Rate	869,320	869,320	886,706	904,441	922,529	940,980	959,800	978,996	998,575	1,018,547	1,038,918
Increased Sum		17,386	17,734	18,089	18,451	18,820	19,196	19,580	19,972	20,371	20,778
Inflation - Transport General											
Inflation Rate	791,950	791,950	807,789	823,945	840,424	857,232	874,377	891,864	909,702	927,896	946,454
Increased Sum		15,839	16,156	16,479	16,808	17,145	17,488	17,837	18,194	18,558	18,929
Inflation - Transport Fuel related											
Inflation Rate	169,230	169,230	172,615	176,067	179,588	183,180	186,844	190,580	194,392	198,280	202,246
Increased Sum		3,385	3,452	3,521	3,592	3,664	3,737	3,812	3,888	3,966	4,045
Inflation - Supplies & Services											
Inflation Rate	4,546,270	4,546,270	4,637,195	4,729,939	4,824,538	4,921,029	5,019,449	5,119,838	5,222,235	5,326,680	5,433,213
Increased Sum		90,925	92,744	94,599	96,491	98,421	100,389	102,397	104,445	106,534	108,664
Inflation - Members (Allowances etc)											
Inflation Rate	400,730	400,730	408,745	416,919	425,258	433,763	442,438	451,287	460,313	469,519	478,909
Increased Sum		8,015	8,175	8,338	8,505	8,675	8,849	9,026	9,206	9,390	9,578
Inflation - Refuse & Recycling											
Inflation Rate (contract CPI) + "Tipping Point" at 70,000 prop's £130k - also indexed	4,087,360	4,087,360	4,169,107	4,382,489	4,470,139	4,559,542	4,650,733	4,743,747	4,838,622	4,935,395	5,034,103
Increased Sum + stepped		81,747	213,382	87,650	89,403	91,191	93,015	94,875	96,772	98,708	100,682
Inflation - LED SLA											
Leisure Contract freeze agreed 2016/17 for 5yrs, then assumed continued freeze	893,720	893,720	893,720	893,720	893,720	893,720	893,720	893,720	893,720	893,720	893,720
Increased Sum		0	0	0	0	0	0	0	0	0	0
Inflation - Strata											
Contract (payment based on inflation - salary + software %)	2,418,020	2,418,020	2,514,741	2,615,330	2,719,944	2,774,343	2,829,829	2,886,426	2,944,154	3,003,038	3,063,098
Increased Sum		96,721	100,590	104,613	54,399	55,487	56,597	57,729	58,883	60,061	61,262
Summary of inflation		390,743	491,850	390,533	335,428	355,169	363,904	372,929	382,256	391,900	401,877
Inflation - HB payments (includes £1,600,000 overpayment income)											
	29,894,920	29,894,920	29,894,920	29,894,920	29,894,920	29,894,920	29,894,920	29,894,920	29,894,920	29,894,920	29,894,920
		0	0	0	0	0	0	0	0	0	0
Parish Tax Support											
	32,830	32,830	32,830	32,830	32,830	32,830	32,830	32,830	32,830	32,830	32,830
		0	0	0	0	0	0	0	0	0	0
Sub Total		59,827,750									
Inflation - HB Admin (£311k base) /CTS (£139k base)											
Inflation Rate - reduction yr on yr; but EDDC receive incentive payments	-450,000.00	-450,000	-382,500	-363,375	-345,206	-327,946	-327,946	-327,946	-327,946	-327,946	-327,946
Reduced Sum		15,000	-5,000	-5,000	-5,000	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		67,500	19,125	18,169	17,260	0	0	0	0	0	0
Inflation - NNDR Admin											
Inflation Rate	-228,000	-228,000	-232,560	-237,211	-241,955	-246,795	-251,730	-256,765	-261,900	-267,138	-272,481
Increased Sum		-4,560	-4,651	-4,744	-4,839	-4,936	-5,035	-5,135	-5,238	-5,343	-5,450
Inflation - Recycling											
Inflation Rate	-1,540,960	-1,540,960	-1,540,960	-1,587,189	-1,587,189	-1,587,189	-1,587,189	-1,587,189	-1,587,189	-1,587,189	-1,587,189
Increased Sum		0.00%	3.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		0	-46,229	0	0	0	0	0	0	0	0
Inflation - General Government Grant & Other Contributions											
Inflation Rate	-1,718,910	-1,718,910	-1,753,288	-1,788,354	-1,824,121	-1,860,603	-1,897,816	-1,935,772	-1,974,487	-2,013,977	-2,054,257
Increased Sum		-34,378	-35,066	-35,767	-36,482	-37,212	-37,956	-38,715	-39,490	-40,280	-41,085
Inflation - HB Subsidy											
	-30,152,000.00	-30,152,000	-30,152,000	-30,152,000	-30,152,000	-30,152,000	-30,152,000	-30,152,000	-30,152,000	-30,152,000	-30,152,000
		0	0	0	0	0	0	0	0	0	0
Inflation - Service Income											
Inflation Rate	-3,601,720	-3,601,720	-3,673,754	-3,747,229	-3,822,174	-3,898,618	-3,976,590	-4,056,122	-4,137,244	-4,219,989	-4,304,389
Increased Sum		2,00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
		-72,034	-73,475	-74,945	-76,443	-77,972	-79,532	-81,122	-82,745	-84,400	-86,088
Inflation - Homesafeguard											
Inflation Rate	-795,970	-795,970	-811,889	-828,127	-844,690	-861,584	-878,815	-896,392	-914,319	-932,606	-951,258
Increased Sum		2,00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
		-15,919	-16,238	-16,563	-16,894	-17,232	-17,576	-17,928	-18,286	-18,652	-19,025
Inflation - Net Recharges to HRA											
Inflation Rate	-1,277,800	-1,277,800	-1,303,356	-1,329,423	-1,356,012	-1,383,132	-1,410,794	-1,439,010	-1,467,791	-1,497,146	-1,527,089
Increased Sum		2,00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
		-25,556	-26,067	-26,588	-27,120	-27,663	-28,216	-28,780	-29,356	-29,943	

Transformation Strategy Monitor	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Medium Term Financial Plan - In Year Deficit	665	1,952	279	159	112	125	632	235	309	276
Targets from Transformations Savings/Increased Income										
1) Deliver our Worksmart Strategy and transforming our culture through new ways of working underpinned by the right technology at the right time Assumed savings in "Fit for Purpose"										
2) Digital by design to become Digital East Devon Assumed savings in "Fit for Purpose"										
Saving in Print & Post Planning - Planning	7	8								
3) Systems thinking reviews across all services with a digital mind-set Assumed savings in "Fit for Purpose"										
4) An organisation which is 'fit for purpose' Organisation "Fit for Purpose" (note: Grade 4 post = £27k, Grade 6 post £36k); so £250k saving = over 9 posts; total line equates to 39 posts.										
	250	250	200	150	100	100	-	-	-	-
Review of Essential Car Users Allowances		56	22	27	-	56				
5) Maximise the value of our assets through commercial thinking										
Developer Charge for Recycling & Waste Containers	28									
Street Scene potential to increase event income for existing assets.	15	10								
Property Investment (£300k commercial + £150k District Benefits)	50	300	50	50						
Maximisation of Event Income/Advertising			30	20	20					
Continued maximisation of Income in Rev's & Ben's		100								
More commercialisation of Homesafeguard Service		50								
East Devon Business Centre - full occupancy & remodelling	10									
Extend Handyman Service to extend to private sector	-	20								
Rent reviews for commercial properties to ensure up to date	15									
Asset Review in terms of performance/value		200	100	75	75					
6) Actively pursue alternative service delivery methods and models - Housing Company										
	10	50		50						
Reserves for timing and to be sure on savings required		350	-	350						
Not Transformation Item - Balance met from reduction in Discretionary Spend?										
Total savings/income generation proposed	385	1,394	52	372	195	156	-	-	-	-
Savings/Income Generation Shortfall if all the above is achieved	280	558	227	213	83	31	632	235	309	276
Service risks not included in MTFP										
Streetscene - Additional resources for recycling team; possible self funding business case to come forward.	29									
Succession planning for play inspector		25								
Refresh Beach Management Plans (every 5 yrs.)			50							
Growth Point Team - pulled funding from Exeter City Council to meet their budget pressures	80									
Landcharges moving to Land Register - £110k possible implication; need to plan for cost neutral position.										
Local Plan Review (sum not identified as yet)	?									
GESP extended for 2 years - staffing	84	84								
	193	109	50	-	-	-	-	-	-	-

Report to: Cabinet
Date of Meeting: 31 October 2018
Public Document: Yes
Exemption: None



Agenda item: 18

Subject: **Financial Monitoring Report 2018/19 - Month 6 September 2018**

Purpose of report: This report gives a summary of the Council's overall financial position for 2018/19 at the end of month six (30 September 2018).

Current monitoring indicates that:

- The General Fund Balance is being maintained at or above the adopted level.
- The Housing Revenue Account Balance is being maintained at or above the adopted level.

Recommendation: **The variances identified as part of the Revenue and Capital Monitoring process up to Month 6 be acknowledged.**

Reason for recommendation: The report updates Members on the overall financial position of the Authority at set periods and includes recommendations where corrective action is required for the remainder of the financial year.

Officer: Simon Davey, Strategic Lead Finance
sdavey@eastdevon.gov.uk

Financial implications: Contained within the report

Legal implications: Any legal implications are identified in the report and no further comment is required.

Equalities impact: Low Impact

Risk: Low Risk

In compiling this report we have looked at all large, high risk and volatile budget areas. Predicted spending patterns have been linked to operational activity and all material budgets have been subject to thorough risk assessments by operational managers and finance staff. Any continuing variances in spending patterns will then be considered as part of the Financial Plan

Links to background information:

Link to Council Plan: Funding this outstanding place

1. Introduction

- 1.1 The purpose of this monitoring report is to update members of Cabinet on the overall financial position of the Authority following the end of month six. The reports considers expenditure to date and projections on year end spend to determine if the Council will maintain its spending within budget and maintain the General Fund Balance and the Housing Revenue Account Balance within the adopted ranges.

2. General Fund Position as at Month 6 September 2018

- 2.1 The following table shows the original budget set for the year and any supplementary estimates approved to date affecting the General Fund position. In year variances have been identified which are likely to alter the outturn position for the year as detailed below:

General Fund Position	£000
Original Budget Requirement (set 28/02/18)	11,790
Month 6 predicted over / (under) spend at year end detailed below	389
Predicted Outturn Position 31/3/2019	12,179

A summary of the predicted over and under spends to the Year End is shown below:

Predicted over / (under) spends	Predicted Outturn Variation £000
<u>Environment Portfolio</u>	
Car Parks Income from fees above budget, really good summer	(56)
Recycling and Refuse Green Waste scheme although successful has not met ambitious budget target of £100k net income	40
Additional avoided waste payment from DCC higher than budgeted £70k	(70)
Coast & Flood Prevention Savings on contractors	(39)
<u>Finance Portfolio</u>	
Revenues & Benefits Further reduction in Housing Benefit Overpayment income offset by increased subsidy and additional admin grant	214
Financial Services Savings through procurement on retender of insurance	(150)
Investment income lower than budgeted and loan repayments greater than budgeted as the Council took a fixed £5m loan related to recycling and refuse equipment. This was expected in 2019/20 but treasury projections indicated sensible to fix loan now based on debt profile.	595
Additional business rates through growth and initiatives to grow the rates base.	(360)

<u>Strategic Development & Partnership Services</u>	
Building Control Increase in application numbers, increased income £25k, but ring fenced account so no effect on General Fund variance	-
Development Management Significant fall in planning applications in the last 3 months, reduction in expenditure being used to mitigate overall reduction. This will be monitored closely, the Service Lead considers some large applications are likely towards the end of the year which has been factored into this projection.	150
<u>Sustainable Homes & Communities Portfolio</u>	
Homeless Persons Implications on new legislation with an increase in homeless cases and expensive accommodation costs falling to the Council. Action is being taken to mitigate the costs by seeking additional accommodation that is more cost effective.	85
Home Safeguard Efficient use of existing stock has resulted in a saving on equipment budget	(20)
Staffing position across all services Overall savings on budget which includes an assumption that we would save £349k through vacancies in year. Savings in a number of areas including planning, economic development & revenue and benefits, offset by use of agencies in a number areas including financial services, revenues & benefits, licencing and property services.	-
Predicted Outturn Total Variations General Fund	389

2.2 These variations will have the following overall effect on the Council's General Fund Balance:

	£000
General Fund balance as at 1/4/2018	(3,666)
Predicted net over / (under) spend to year end	389
Predicted General Fund Balance 31/03/19	(3,277)

The Council has an adopted range for the General Fund Balance to be within £2.8m to £3.6m. The predicted balance is currently within this range.

3. Housing Revenue Account Position

3.1 The details of HRA Budget monitoring are contained in the report to Housing Review Board on 20th September 2018 and can be found here <http://eastdevon.gov.uk/media/2602364/combined-hrb-agenda-200918.pdf> . The variations identified have been used as the bases of the summary below:

Predicted over / (under) spends	Predicted Outturn Variation £000
Income	80
Responsive Repairs	26
Programme Maintenance	(36)
Special Works	212
Supervision & Management	(483)
Other Expenditure	(123)
Major Repairs	7
Predicted Outturn Total Variations HRA	(317)

Notable items of budget variance are;

- The income from council dwellings is expected to be on budget with garage and other income showing a slight decline
- Lower than expected employee costs as recruitment progresses
- Increased forecasted expenditure on compliance related items such as works resulting from fire risk assessments.
- Higher than budgeted prices for the Air Source Heat Pump programme.

3.2 The following table shows the original budget surplus set for the year and the total variations as identified above, which are likely to affect the budget to give a revised budget surplus for the year.

HRA (Surplus)/Deficit	£000
Original Budget surplus (Council 28/2/18)	(1,413)
Month 6 predicted net (under)/overspend to year end	(317)
Predicted Budget (Surplus)/Deficit HRA	(1,730)

The original approved budget generates a surplus of £1.413m in 2018/19. This sum was to be 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). However it was acknowledged that the budget excluded a £1.580m principle loan repayment scheduled for 2018/19, which could be achieved through raising a new loan or the surplus could be utilised. The decision will be based on Treasury advice at the point of repayment.

3.3 The following table shows the effect on HRA Reserve:

	£000
HRA balance as at 1/4/2018	(3,100)
Predicted net over / (under) spend to year end	(1,730)
Predicted General Fund Balance 31/03/19	(4,830)

The HRA Balance is required to be maintained within the adopted range of £2.1m and £3.1m, it is currently being projected to be £4.830m at the end of 2018/19. However consideration needs to be given to the loan repayment discussed above and the proposed investments in house purchases. Other reserves held by the HRA are contained in the detailed report to HRB.

4. Capital Programme Position up to Month 6

4.1 Below is the current position estimated for the capital programme which reflects a re-profiling of expenditure taking into account carried forward from the 2017/18 budget.

Capital Programme	£000	£000
Net Capital Programme Budget (Council 28/02/18)		12,204
2017/18 outturn position, budget slippage into 2018/19	8,158	
Revised 2018/19 budget		20,362
Capital Programme variations		
Emergency works Exmouth Sea Wall – Council Approved	600	
Environment Agency Funding	(500)	
Recycling & Refuse vehicles and depot improvements – Council Approved	767	
Predicted Capital Budget Requirement Month 6		21,229

4.2 Details of the capital programme financing is given below:

Capital Programme Financing	£000
Predicted Capital Budget Requirement Month 6	21,229
HRA Financing	(4,906)
General Fund Capital Receipts	(1,100)
New Homes Bonus	(2,593)
Section 106's & Grants	(20)
Allocated Reserves to specific capital projects	(190)
Net Internal/External Borrowing	(12,420)

- 4.3 The Council currently does not hold a general capital reserve and all funding needs to be found. The cash required to fund the expenditure of £12.420m can be met from internal cash balances or through raising loans, this decision is made in line with Council's Treasury Management Strategy. This position changes in future years as significant capital receipts are expected from projects currently being funded. The revenue implications of funding this position has been factored into the revenue monitoring position.

Report to: Cabinet
Date of Meeting: 31 October 2018
Public Document: Yes
Exemption: None
Review date for release: None



Agenda item: 19

Subject: Viewpoint Survey 2018

Purpose of report: To report the findings of the Viewpoint Survey for 2018

Recommendation: **That Members welcome the findings of the survey and work with officers to ensure that these results are taken into consideration during the Service Planning process for 2019/20.**
That Members of the Council's Overview Committee consider this report and its findings with a view to making further recommendations.

Reason for recommendation: In pursuit of continuous improvement.

Officer: Karen Jenkins
Strategic Lead Organisational Development and Transformation

Financial implications: There are no direct financial implications relating to the recommendations made in the report.

Legal implications: There are no legal implications requiring comment.

Equalities impact: Low Impact

Risk: Low Risk

Links to background information: .

Link to Council Plan: Improving to be an outstanding Council.

Report in full:

Viewpoint Survey 2018

1 Introduction

East Devon District Council's Viewpoint Survey represents an opportunity for the Council to gain the views of its residents about a range of council services. The survey, which was also sent out in this format in 2013, 2014 and 2016 was sent out to 3000 randomly selected residents across the district.

Appendix one at the end of the report outlines further details of the methodology used.

The report incorporates residents' comments where the comment has been made by 10 or more respondents.

From a statistical point of view, for a change from previous years to be meaningful, it is considered that there must have been a change of at least plus or minus 5%. If the change is less than plus or minus 5% there has been no meaningful change.

Due to the number of respondents (over 400) and the fact that people receiving a copy were randomly selected from the whole population of East Devon, the results of this survey can be extrapolated to be representative of the district.

2 General results

We are extremely grateful to the 607 residents who responded to this survey. This compares to 772 in 2016 and 774 in 2014. Each Council service area will use the results of this survey to support the Service Planning process for 2019/20.

- 91% were satisfied with their local areas as a place to live.
- 65% are satisfied overall with the way EDDC runs things – 14% were dissatisfied.* This compares to 66% who were satisfied in 2016.
- 77% feel that East Devon District Council keeps them informed about the services it provides - 23% do not. This compares to 74% in 2016.
- 65% feel that the Council provides value for money – 10% disagreed. This compares with 67% in 2016.
- 60% responded that the Council acts on what residents' say – 44% disagreed. This compares with 56% in 2016.
- 51% responded that the Council acts quickly – 14% disagreed. This compares with 51% in 2016.
- 44% would speak positively about the Council – 17% would not. This compares with 42% in 2016.

Paragraph 2.1 outlines comments made by residents in relation to the above.

Like other recent surveys, the Viewpoint Survey reinforces the fact most people would prefer to contact us by phone or through our website rather than visit our offices. 80% of people who have used our website in the last 6 months were satisfied with it, this compares to 84% in 2016, no significant change.

*Where scores do not add up to 100% this is because people did not express a view either way.

2.1 Comments relating to general results

In relation to the above results, where residents responded negatively we asked them to provide comment.

- When asked why they were dissatisfied with their local area as a place to live, the most common reason given (2% of respondents, 13 people) was due to Devon County Council maintenance of roads, pavements, kerbsides and gutters. As a District Council, East Devon does not have specific control over these issues.

When asked for suggestions on how we can generate income to fill the funding gap the most common suggestions were:

- Get second homes to pay full council tax, or more than full council tax (20 people, 3%).

- Rebel against national government austerity / lobby MPs (16 people, 3%).
- More fines and enforcement of fines (15 people, 2%).
- Put up council tax (15 people, 2%).
- Employ less staff, particularly middle management (13 people, 2%).
- Encourage the public / voluntary and community groups to help look after the environment (11 people, 2%).
- Hold more public events to raise funds (11 people, 2%).

We asked residents to give us examples on where they think we do not act on what residents say. 72 respondents (12% of all respondents) said regeneration, planning and development issues were the reason they feel we don't act on what residents say. Including:

- 6% (36 people) said that the Council should listen to residents and town/parish councils on planning matters.
- 6% (37) gave the example of Exmouth seafront.
- 15 respondents (2%) commented that some residents don't want to see EDDC move from Knowle.
- 14 people (2%) commented that issues have taken too long to resolve.
- When asked why they were dissatisfied with the Council overall, 19 respondents (3%) stated it was because the council didn't listen to local residents and what they said, mainly over planning matters.
- 2% of respondents (10 people) stated that the website isn't user friendly, they couldn't find what they wanted easily.

3 Collecting your waste

- 83% satisfaction with the black wheelie bin or gull sack collection. This compares to 88% in 2016.
- 90% satisfaction with green box recycling collection, a significant rise of 5% more residents than in 2016.
- 88% satisfaction with the green sack recycling collection.
- 88% satisfaction with the small grey food caddy and 91% satisfaction with the large blue food caddy.
- 79% were satisfied with the green waste wheelie bin collection.

3.1 Comments relating to collecting your waste

These three comments are similar to previous years:

- 11% (66) wanted a more regular black wheelie bin collection, most mentioned fortnightly.
- 5% (29) commented that refuse collectors needed to take more care of receptacles, putting them back carefully where they were placed for collection.

- 5% (29) said that the collection lorries and refuse collectors shouldn't drop litter all over the roads.

These comments did not feature in previous years:

- 4% (24) wanted the new green waste collections to be cheaper or free.
- 2% (14) stated that the green recycling sack isn't a good design. Reasons given included that it doesn't fasten properly, that it smells, and gets blown around.
- 2% (13) wanted us to collect more plastics for recycling, most mentioned plastic film.

4 Keeping East Devon an outstanding place

- 53% were satisfied with our off street car parks, 21% were dissatisfied. This is 6% more than were dissatisfied in 2016.
- 45% were satisfied with planning services. 24% were dissatisfied. This is 6% more than were dissatisfied than in 2016.
- 75% are satisfied with parks, public gardens, play areas and open spaces. This compares to 78% in 2016.
- 85% satisfaction with beaches and foreshores within East Devon, 8% were dissatisfied.
- 71% think that litter and rubbish 'isn't a very big problem' or 'isn't a problem at all'.
- 68% consider that the Council is making good progress towards our aims of using East Devon's natural landscape and countryside to encourage visitors and tourists. This is the same as in 2016.
- 47% consider that the Council is making good progress towards our aim of increasing job opportunities in the west of the district by encouraging businesses to base themselves near the new town of Cranbrook. This compares to 49% in 2016.
- 54% consider that the Council is making good progress towards our aim of making towns better places to live through regeneration. This compares to 53% in 2016.

4.1 Comments relating to keeping East Devon an outstanding place

- 7% (43) said they would like to see more/ cheaper car parking in off street car parks which would encourage more visitors and increase use of local businesses.
- 3% of respondents (17) asked for more off street car parking spaces.
- 2% (14) said that planning and development needs to take more notice of local people and Town and Parish Councils.
- 4% (25) wanted to see more litter bins.
- 3% (20) said that the collection lorries and refuse collectors shouldn't drop litter all over the roads.
- 2% of residents said that:
 - litter bins and dog poo bins needed emptying more often (15 people).
 - the streets should be cleaned more often (13 people).
 - there should be more enforcement of fines for littering (13 people).

- 3% (16) said that parks, public gardens, play areas and open spaces aren't looked after anymore.
- 2% said that play areas need refurbishing, or more equipment (11).
- When asked why they were dissatisfied with parks, public gardens, play areas and open spaces 14 residents (3%) complained about Devon County Council's services over which we have no control.
- 3% (20 people) said that there are too many empty shops in towns.
- 2% (13) said that there are major transport issues in towns that need sorting out.
- 2% (12) said that Exmouth's seafront shouldn't be regenerated as is currently planned.
- 2% (11) said that there should be more quality shops rather than charity shops and cafes.
- 2% commented (10 people) that the Council should not just focus on Cranbrook regarding jobs as other towns need jobs too.
- 14 (2%) commented that there should not be building in rural areas/ANOB/greenfields.

5 Well-being and safety

- 50% are satisfied with Housing and Council Tax benefit. This compares to 47% in 2016.
- 50% are satisfied with Housing advice and housing services. This compares to 46% in 2016.
- 91% consider that they are able to trust food hygiene when eating out. This compares to 87% in 2016.

5.1 Comments relating to well-being and safety

There were no comments made by 10 or more people that related to the wellbeing and safety questions.

Appendix one

Methodology

Our Viewpoint Survey was sent out in the post to 3,000 randomly selected households from throughout the District. These households were selected completely at random from the Land and Property Gazetteer database, which is the most comprehensive and up to date list of addresses.

The questionnaire was sent out in the post; respondents receiving one in the post were given the option to complete it online if they wish. All completed paper copies went straight to SNAP Surveys Ltd for them to turn the paper based responses into a computer spreadsheet, this data was then sent onto us.

Results

The results have been weighted (according to best practice) by SNAP Surveys Ltd for Ward and age. This is a technique used to get accurate levels of representation for certain groups in the District. Data for under- represented age groups and Wards was weighted to make the sample a better representation of the actual population. For instance, if the population is known to be 50:50 male to female but the sample has 48:52 then weighting is used to adjust the sample data to represent the true population. In this case it would be done by giving each male in the sample a weight of 50/48 and each female a weight of 50/52.

NOTE: None of the comments given by respondents are weighted like the quantitative (numerical) statistics are. They are reflecting the comments of the actual age groups and Ward profiles that initially responded to the questionnaire. Where the % of all respondents is shown in the categorisation of comments this is not representative of the actual age groups or Wards within East Devon, purely the % of respondents to this survey.

Report to: Cabinet
Date of Meeting: 31 October 2018
Public Document: Yes
Exemption: None
Review date for release: None



Agenda item: 20

Subject: Monthly Performance Report September 2018

Purpose of report: Performance information for the 2017/18 financial year for September 2018 is supplied to allow the Cabinet to monitor progress with selected performance measures and identify any service areas where improvement is necessary.

Recommendation: That the Cabinet considers the progress and proposed improvement action for performance measures for the 2017/18 financial year for September 2018.

Reason for recommendation: This performance report highlights progress using a monthly snapshot report; SPAR report on monthly performance indicators and system thinking measures in key service areas including Development Management, Housing and Revenues and Benefits.

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

kjenkins@eastdevon.gov.uk

ext 2762

Financial implications: There are no direct financial implications

Legal implications: There are none arising from the recommendations in this report

Equalities impact: Low Impact

Risk: Low Risk

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

Links to background information:

- [Appendix A – Monthly Performance Snapshot for September 2018](#)
- [Appendix B - The Performance Indicator Monitoring Report for the 2017/18 financial year up to September 2018](#)
- [Appendix C – System Thinking Reports for Revenues and Benefits, Development Management for September 2018](#)

Link to Council Plan: Continuously improving to be an outstanding Council

Report in full

1. Performance information is provided on a monthly basis. In summary most of the measures are showing acceptable performance.
2. There are two indicators showing excellent performance:
 - Days taken to process changes to Housing Benefit claims
 - Percentage of planning appeal decisions allowed against the authority's decision to refuse
3. There are two performance indicator showing as concern for the month of September
Days taken to process new Housing Benefit claims - We are currently working through a transition period to Universal Credit which is impacting on our performance. More detail can be found in Appendix C.
Working days lost due to sickness absence - There has been a significant increase this year in employees who have been absent for two months or more as a result of surgery and serious health issues for 2 or months– these cases are all being proactively managed through HR and reference to Occupational Health advice to facilitate a return to work as soon as possible. We continue to train our managers in this difficult area and work closely with them to facilitate return to work.
4. Monthly Performance Snapshot for September is attached for information in [Appendix A](#).
5. A full report showing more detail for all the performance indicators mentioned above appears in [Appendix B](#).
6. Rolling reports/charts for Revenues and Benefits and Development Management report appear in [Appendix C](#).

Monthly Performance Snapshot – September 2018



This monthly performance snapshot shows our performance over the last month:

- An estimated **60%** of all waste collected was recycled in September
- **92%** of invoices received by us are paid within 10 days
- We welcomed 443 visitors to the East Devon Business Centre in September (compared to 342 last year).
- Thelma Hulbert Gallery recorded +15% increase in visitors from August (584 visitors) to September (674 visitors) and sales are up +45% for this quarter (July – Sept) compared to last year, an increase of +£3,000

Latest headlines:

- To inform the current Axminster masterplanning process, a survey of future workspace requirements on Millwey Rise Business Park was developed and implemented by the Economic Development team. The survey of 26 Director/owners found that over 80% wanted additional employment land or premises to expand their businesses over the next 5 years totalling almost 4 ha. Axminster remains a popular location for growth with everyone who wanted additional space reporting their preference to expand within the town. These findings will directly shape employment land provision within the emerging masterplan.
- The Economic Development team have provided a detailed response to Select Committee inquiry on the Rural Economy following a call for evidence on key issues which include: local services, business and investment, housing, transport, digital connectivity, demographic change and rural isolation. The response incorporated specific evidence from Planning Policy and incorporated feedback from a dedicated Economy Think Tank session which focussed on our area's most salient rural economic issues. The Select Committee is due to make recommendations by 31 Mar 2019.
- The third edition of the [Business Bulletin](#) features stories, events and funding opportunities relevant to East Devon's business community. You can sign up to receive future quarterly bulletins [here](#).
- The South West Research Company has carried out a survey of people who have used Exmouth's Queen's Drive Space over the summer months. The headline results received so far are very positive with over 50% of visitors stating that Queen's Drive Space was the main reason for their visit to Exmouth. The satisfaction score for overall enjoyment of their visit was very high at 4.68 out of a max. of 5.00.

Report to: Cabinet
Date of Meeting: 31 October 2018
Public Document: Yes
Exemption: None



Review date for release None

Agenda item: 5

Subject: Queen's Drive Regeneration Project

Purpose of report: The purpose of this report is to seek approval to commence the Queen's Drive road and car park works in November 2018.

Recommendation: **That Cabinet approves the commencement of works to the realignment of Queen's Drive and the replacement car park to take place in November 2018 and that delegated approval is given to the Deputy Chief Executive to instruct the contractor to proceed with this work without further delay.**

Reason for recommendation:

To ensure that work can commence on the road and car park so that

- (i) Delivery commences before the winter to minimise the possibility of delay owing to bad weather
- (ii) Create the best opportunity to complete the road and car park by spring 2019 thereby avoiding disruption to Exmouth seafront in the busy summer months;
- (iii) cost increases due to any delay are minimised;
- (iv) it is not necessary to undertake a re-procurement exercise for the contractor which could result in a further delay and cost increase;

Officer: Alison Hayward 01395 517138

Financial implications: Financial details are contained in the report. The report recognises the risk of incurring this expenditure without the previous legal obligation for the Watersports centre to be delivered first in the timing of events and although mitigations are highlighted in the report members do need to be aware of this issue in making their decision.

Legal implications: The contract requires completion of certain events before the Council is obligated to deliver the road and car park (the conditions precedent). It is permissible for the Council to choose to proceed with the construction of the road and car park now ahead of satisfaction of the conditions precedent by Grenadier and ourselves. This does not mean that the Council are waiving compliance with the conditions precedent which will still need to be met in any event – this will be confirmed to

Grenadier should the decision be to proceed. Ultimately this is a commercial decision for the Council to take in light of the identified risks to starting now and benefits that may accrue from doing so. There are no other legal implications requiring comment.

Equalities impact: Low Impact

Risk: Medium Risk

By proceeding with the road and car park at this time we are **minimising** the following risks:

- a) Risk of delay and uncertainty as we head into winter
- b) risk of increased cost due to the need to run a fresh contractor procurement exercise
- c) risk of having to carry out the works during the 2019 summer season in compliance with the Development Agreement leading to disruption to the people and visitors to Exmouth seafront.
- d) risk of further delay in the delivery of the Watersports centre by ensuring that the road and carpark have been delivered

There is a risk that the council will have incurred the costs of the road and car park and Grenadier is not then able to commit to proceeding with phase 2.

In order to mitigate this risk, the council has obtained external professional advice as detailed in paragraph 2.7 and identified the market value for the phase 2 and 3 sites of £2.5m. This gives some assurance that the council would be able to market the sites with the benefit of the existing planning permissions with a strong likelihood of recovering the costs of the road and car park.

Risks are being managed and reported to SMT on a regular basis. The project has been subject to delay as advised previously, but good progress is being made with the phase 3 review and there is now clear evidence from Queen's Drive Space, the temporary uses site, that there is a significant appetite for change for this area of the seafront.

Links to background information:

- [9 November 2016 cabinet report](#)
- [29 November 2017 cabinet report](#)

Link to Council Plan: Developing an outstanding local economy, and an outstanding local environment.

Report in full

- 1.1 Members will recall that it has been necessary to undertake a number of key tasks before work could commence on the road and car park. First of these was to secure a reserved matters permission for phases 2 and 3, which was secured by EDDC in April 2017.
- 1.2 Following this, the council then entered into a Development Agreement with Grenadier Estates. This Agreement committed Grenadier and the council to

complete certain conditions precedent in a set order. The first of these was that Grenadier should secure a detailed planning permission which was concluded in June 2018.

1.3 These other condition precedents are:

1. Highways agreement in place (completed)
2. Site surveys (verbal assurance that these are satisfactory)
3. Potential for legal challenge (verbal assurance that these are satisfactory)
4. Beach access agreement (to be concluded)

1.4 However, members need to be aware that whilst planning permission has been granted, formal agreement on the other conditions 2, 3 and 4 is not yet concluded. Once these conditions precedent are completed, the Council becomes obliged to deliver the road and car park works.

1.5 The challenges associated with a seafront site such as this, and the non-profit making and community benefit aspects of their project mean it has taken longer for Grenadier to complete this set of conditions that would trigger the council to proceed with its commitment to undertake the road and car park works.

1.6 We are assured by Grenadier that they will have made significant steps to resolving their costings and programme plan by the end of November.

1.7 Grenadier have invested significant expenditure in planning and design, engineering and technical investigations, legal and professional advice as well as a significant amount of professional officer time. They have carried out public consultation and we are assured that their Board continues to be committed to the delivery of this not for profit resource for the town. They have spent some considerable time applying some commercial rigour to the costings of this project, by undertaking a robust value engineering exercise which is on-going and they advise will be concluded by the end of November.

1.8 However, the delay in completing the Agreement with Grenadier has resulted in the council not commencing the road and car park works in September as had been intended.

1.9 Cabinet should be reassured that we have taken independent commercial property advice as to alternative options to create a marketable site for appropriate and high quality mixed leisure use, in the event that the Watersports centre does not go ahead as planned. Further information on this is set out below.

2 Next Steps

2.1 The council could commence work on the road and car park now. There is a short window of opportunity to start now, in early November. After this, our contractor is not able to commence work until January at the earliest.

- 2.2 Commencing work now would ensure work commences before winter sets in to enable a projected completion by spring next year. An opening of the new car park by spring 2019 is highly desirable to avoid impact on the visitor season.
- 2.3 It would also mean that there is less risk of further cost increases caused by delay and the need to undertake a further procurement exercise for the contractor. In addition, it demonstrates a clear intention of delivery to support the investor interest for phase 3.
- 2.4 Members will recollect that we now have established planning permissions across the Queen's Drive development site which is of significant attraction for securing investor interest.
- 2.5 It should be noted that the existing car park will not close until the new one opens and that road access along the seafront will be continuous whilst work is on-going to move the road alignment.
- 2.6 The construction cost for the road and car park is £1,287,000. There has already been an increase in this cost, of £63,000 due to the delays already incurred. A delay until January 2019 will see the delayed costs rise to £66,000. These cost increases are covered by the contingency sum within the overall £3.1m Queen's Drive Regeneration budget and there is therefore no requirement for additional budget.
- 2.7 As referred to above, Cabinet should be aware that this represents a risk that the council is incurring costs without Grenadier being legally committed to delivering the Watersports centre thereafter.
- 2.7 To mitigate this risk, we have independently assessed the feasibility of alternative development options, and have obtained an open market valuation. In particular, the advice we have received indicates that the market value for just phases 2 and 3 is assessed at £2.5m. This would be more than sufficient to cover the overall costs of the road and car park, which, including the technical and approval costs, professional advice and contingency will be approximately £2m.
- 2.8 The council would also receive a revenue stream from the car park income and business rates. Based on current car park income, but adjusting for the size and greater all year round usage, we estimate an annual income of £118,000 for the phase 1 car park. (We have not calculated for additional parking income from future phase 3 development although this will be a further revenue stream to the council).
- 2.9 The council will also receive a proportion of the business rates payable. This is assessed at approximately £30,000 p.a. The combined annual revenue generated from the site is therefore estimated at £148,000.
- 2.10 There is a difference of £600,000 between the overall Queen's Drive Regeneration Budget (£3.1m) and the market value of £2.5m. With an annual income of £148,000, it would take around 4 years to recover this. This is consistent with the scenario 4 projection as set out in the appendix to the November 2016 Queen's Drive cabinet report which obtained the authorisation for the increase in the project budget to £3,120,000.

- 2.11 Were the council to wait until Grenadier is legally committed to proceeding, on the one hand, the council would have certainty but conversely, there are a number of likely unattractive outcomes as highlighted elsewhere in this report for the council as landowner and overall project owner, not least in terms of this council's commitment to seafront regeneration in Exmouth.

3 Conclusion

- 3.1 The Queen's Drive project remains a complex project to deliver, particularly given the challenges of funding a not for profit project such as the Watersports centre. There have been some key successes during the year, including the granting of the planning permission to Grenadier for the Watersports centre, the Queen's Drive Space temporary uses of the site and the commencement of the design review for phase 3.
- 3.2 Continued negotiation and discussion with Grenadier gives us confidence that our agreement will progress to the delivery of the Watersports centre. By proceeding with the road and car park works and creating the waterfront (Phase 2) site, we are ensuring that the overall regeneration project remains on track.
- 3.3 The valuation exercise has identified that there is value within the site as it stands with its current planning permissions for a mix of leisure uses. This can give comfort to the council that should Grenadier not be in a position to proceed, there are financially viable options that the council can pursue in terms of an alternative use of the site.
- 3.4 In the meantime, and subject to planning permission for 2019, the temporary uses site will remain open for enjoyment throughout the year with the free play, seating area and in the spring and summer months a range of popular events suitable for all ages. Ensuring that we commence works on the road and car park now is designed to minimise the potential for negative impact on the success of the 2019 summer season.
- 3.5 The recommendation in this report represents the council taking ownership of the timeline of delivery of Queen's Drive regeneration. Grenadier understand that they need to keep up with the council and we have a timetable for delivery of the new road and car park that meets the expectations of the people of Exmouth.
- 3.6 A full update report on the Queen's Drive project will be presented at the December cabinet meeting.