

Agenda for Scrutiny Committee

Thursday, 26 June 2015; 6.00pm



[Members of the Committee](#)

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

[View directions](#)

Contact: Debbie Meakin, 01395 517540 (or group number 01395 517546): Issued Wednesday 17 June 2015

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- 1 Chairman's Welcome
- 2 [Public speaking](#)
- 3 Apologies
- 4 [Declarations of interest](#)
- 5 [Matters of urgency](#) – none identified
- 6 To agree any items to be dealt with after the public (including press) have been excluded. There are no items that officers recommend should be dealt with in this way.
- 7 Decisions made by Cabinet called in by Members for scrutiny in accordance with the Overview Procedure Rules. There are no items identified.

Matters for Debate

8 **Role of the committee** (pages 3 - 5)

A briefing paper outlining the role of the committee as defined in the Council's constitution. Scrutiny training will be provided at The Guildhall, Exeter on Thursday 16 July 2015 and all members are encouraged to attend.

9 **Report of the Tree Task and Finish Forum** (pages 6 - 17)

Report back from the forum set up by the Overview and Scrutiny Committee to investigate the main threat to trees in the district, and evaluate appropriate action to robustly defend them. The report will be presented by the forum Chairman Councillor Mike Howe.

10 **Performance monitoring fourth quarter 2014/15** (pages 18 - 58)

11 **Scrutiny forward plan** (page 59)

Opportunity for the committee to raise topics for scoping, to determine if and when they should be listed on the forward plan.

Under the Openness of Local Government Bodies Regulations 2014, any members of the public are now allowed to take photographs, film and audio record the proceedings and report on all public meetings (including on social media). No prior notification is needed but it would be helpful if you could let the democratic services team know you plan to film or record so that any necessary arrangements can be made to provide reasonable facilities for you to report on meetings. This permission does not extend to private meetings or parts of meetings which are not open to the public. You should take all recording and photography equipment with you if a public meeting moves into a session which is not open to the public.

If you are recording the meeting, you are asked to act in a reasonable manner and not disrupt the conduct of meetings for example by using intrusive lighting, flash photography or asking people to repeat statements for the benefit of the recording. You may not make an oral commentary during the meeting. The Chairman has the power to control public recording and/or reporting so it does not disrupt the meeting.

[Decision making and equalities](#)

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Briefing paper for Scrutiny Committee

Agenda item 8



What is meant by Scrutiny?

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

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

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

Across the year, the Committee will be required to review regular performance reports (one being present on the current agenda) and focus in particular in January on the draft budget for the coming year.

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

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

Some topics require a detailed level of work by Members with a keen interest in a topic and/or a clear skill set for undertaking in-depth investigation. The Committee can, after proper scoping, set up a Task and Finish Forum to undertake such work, and call on Members from across the Council to be part of that Forum. An example of this is on the current agenda, where the final report with recommendations has been prepared for the Committee to debate and decide whether to agree with those recommendations or amend them before they are forwarded to Cabinet for decision.

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

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

Formal training on Scrutiny will be provided on Thursday 16 July 2015 at The Guildhall, Exeter, starting at 9am for registration and coffee with the training starting formally at 9.30am, concluding with lunch at 1.15pm. All Committee members are encouraged to attend.

There is also a Scrutiny reference page on the Member site on Office 365.

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

Scoping template

Scope of work for scrutiny:

Broad topic area:	
Specific areas to explore within topic area:	
Areas NOT covered by the review:	
Desired outcomes of the review:	
Expected resource impact if outcomes reached	
Who should be consulted to obtain evidence (e.g. Ward Member, officers, stakeholders)	
What evidence already exists (consultation, good practice examples)	
What experts are needed to help with the review:	
What other resources are needed:	
Undertaken by the Committee or is a TAFF required:	
Timescale including start date:	
Who are the recommendations being reported to:	

Tree Task and Finish Forum



Cllr Mike Howe
Chairman



Cllr David Atkins



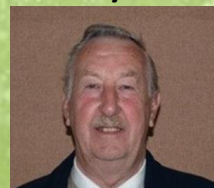
Cllr Roger Giles



Cllr Tony Howard



Cllr John Humphreys



Cllr David Key



Cllr Brenda Taylor



Cllr Claire Wright

Final Report
March 2015

Overview and Scrutiny Committee

Preface

Councillor Mike Howe

Chairman of the Tree Task and Finish Forum

Members: David Atkins, Roger Giles, Tony Howard, John Humphreys, David Key, Brenda Taylor, Claire Wright

Meetings also attended by: Iain Chubb (Portfolio Holder – Environment) and Tom Wright (Deputy)

At the meeting of Council in October 2013, a motion asked the Council to recognise the value of trees to the East Devon landscape and wildlife, to seek greater protection for existing trees and pursue options for woodland creation and tree planting. The meeting referred the amended motion to the Overview and Scrutiny Committee to set up a Task and Finish Forum to examine the issues raised to help protect trees – the remit was widened to examine the main threats to trees and appropriate action that could be taken and robustly defended.

The meetings of this useful Task and Finish forum have greatly benefited from the in-house expertise of Charlie Plowden, Service Lead – Countryside and Leisure, and David Colman and Stuart Baker (Officers from the Council's Arboricultural team). Also special thanks to John Golding, Strategic Lead – Housing, Health and the Environment, Ed Freeman, Service Lead – Planning Strategy and Development Management and Henry Gordon Lennox – Service Lead – Legal and Democratic Services who assisted the Forum in their deliberations.

The Forum has also benefited from useful publications produced by Trees and Design Action Group (TDAG), Communities and Local Government, and the Forestry Commission and from a presentation by Jim Smith of the Forestry Commission.

As a result of the meetings and discussion, Members of the Task and Finish Forum have drawn together some practical and helpful recommendations which we hope gain the support of the Overview and Scrutiny Committee.

Mike Howe

March 2015

Recommendations

The Forum recommends the following, based on their interviews, presentations, analysis of publications and practice adopted at other councils:

- (1) That Tree officers be involved in pre planning application meetings as standard; greater involvement at an early stage would benefit the process and enable any issues to be addressed in a timely way.
- (2) That, as part of the Systems Thinking review of the tree service at East Devon, to look at national guidance and best practice and where appropriate to look to adopt this within new work flow systems,
- (3) That a review be undertaken of information provided on the Council's website relating to arboriculture, and produce new web guidance on the main work areas to reduce service demand.
- (4) That the decision on the choice of which TPO system is to be adopted be made by the Arboricultural Service, but for weight to be given to the importance of providing guidance notes with the TPO form to reduce 'preventable demand'.
- (5) That the Council develops a Tree Enforcement Policy.
- (6) That guidance be given to community groups working on Neighbourhood Plans to encourage particular consideration to be given to addressing issues in respect of trees and how their value within the community and landscape can be recorded and protected – the guidance to be drawn up by the Arboricultural Service in consultation with the planning policy team.
- (7) That the Development Management and Planning Enforcement team (with technical support from the Arboricultural Service) look for effective ways to monitor the future protection of trees following development of a site – this to include criteria for monitoring and how to involve local councils and ward members in this process so that information is fed back to the Council as quickly and effectively as possible.
- (8) That the benefits of remote data capture be supported and the Arboricultural Service be encouraged to undertake trials of the system so that it can be used to develop a district-wide on-line database of trees. In addition, to investigate the feasibility and cost of open mapping to plot the district's trees and calculate their ecosystem service benefits in monetary terms.
(There is potential for this system, if effective, to be extended for use by community groups and tree wardens to help with logging tree information across the district – this information could also be used to populate Neighbourhood Plans.)
- (9) That the current arrangement of local councils with Quality Status and dealing with applications for work to trees be reviewed. Although local determination of applications adds value to the customer experience, local councils seek advice from the arboricultural service and so none of the work burden is taken from the arboricultural team. In addition, not all of the decisions taken by the local councils

follow advice given by officers; there have been appeals against decisions where a tree of poor quality had been approved for protection, contrary to advice from officers. This has resulted in delays in issuing a decision notice.

- (10) That following adoption of the Local Plan, the Planning Team, in round table consultation with the Arboricultural Service and all other services that have tree assets (including Streetscene, Housing and Countryside), develop a Tree Strategy to fit with other guidance, support and policy documents, to be taken into account during development and other related decision making.

The Strategy to include:

- the Council's aims in respect of urban and rural planting and the green infrastructure,
- trees and development, to incorporate a replacement tree strategy
- subsidence
- public liability, health and safety, duty of care,
- determination of tree works applications,
- the recognition and analysis of the benefits of urban and rural forests and tree canopies to the environmental, aesthetic, economic and social well being of the area and how these could be maintained and enhanced,
- the authority's perception and value of trees within the district,
- the importance of succession planting,
- tree protection including TPOs , reviewing TPOs, enforcement and supplementary guidance.
- the effective capture and monitoring of data relating to canopy cover
- efficient management of all trees including council owned trees,
- sustainability,
- climate change
- guidance on species choice and planting,
- how to achieve effective partnership working with the district's communities, agencies and organisations,
- examples of best practice,
- education

- (11) That the Arboricultural Service work with other relevant EDDC services and its partners to develop a programme of education to widen the public's knowledge of trees and their value within the environment.

Review Approach

How does the review relate to the Council Plan?

The Council Plan states that the Council will conserve and enhance our finest assets and keep East Devon an outstanding place, increasing people's enjoyment of its wonderful natural assets. The Plan is forward-looking with realistic and resilient priorities arrived at through consultation, listening and drawing on expert advice.

Scope of the review

The scope of the Forum makes clear what was included and just as crucially, what was not. The agreed scope of the review is set out below:

Broad topic area:	Value and protection of trees
Specific area to explore within topic area:	<ul style="list-style-type: none"> • Criteria for assessment of tree when a TPO application is made • Explore the measures available to protect trees • Consider the local evidence and issues that threaten trees • Review national and local policies designed to protect trees • Practicalities and resource issues of tree assessment of trees currently not covered by a preservation order • Explore other approaches by local authorities • Consider enforcement data, enforcement resources and penalty for felling trees under a Tree Protection Order (TPO) or in a conservation area
Areas NOT covered by the review:	<p>Specific review of applications to remove, or works to, tree protected by a preservation order (“TRE” applications) is not permitted under the constitution.</p> <p>Local plan housing allocation. The emerging local plan part D3 Trees and Development Sites (6.231) can be considered by the Forum as part of the review of national and local policies designed to protect trees</p>
Desired outcomes of the review:	<p>Clear understanding of the demands on the aboricultural service and the resources available</p> <p>Establish the effectiveness of current local measures to protect trees and recommend any further improvements if felt necessary, to local policy, working practices and resources</p> <p>Understanding of national policy on the protection of trees and recommend, if felt necessary, modifications to national policy to the Department of Environment, Food and Rural Affairs.</p>
Who should be consulted for evidence	<p>Countryside service</p> <p>Aboricultural officers</p> <p>Planning officer</p> <p>Trees & Design Action Group</p> <p>Ward members for local evidence and issues</p> <p>Woodland Trust</p> <p>Forestry Commission</p>
What evidence already exists (consultation, good practice examples)	Epping Forest pilot on fees

What experts are needed to help with the review:	Countryside service Arboricultural officer Planning officer Trees & Design Action Group
What other resources are needed:	Democratic Services to service.
Timescale including start date:	To be considered at the first meeting of Overview and Scrutiny following the May 2015 elections, with that Committee's recommendations being then referred to Cabinet.

Evidence sources

The Forum took into account contributions from:

- EDDC Officers
- Local members
- Portfolio Holder and Deputy - Environment
- Forestry Commission

Reference material:

- The case for trees – Forestry Commission England
- Urban Tree Strategies – advice to local authorities – Forestry Commission England
- Protected trees – A guide to tree preservation procedures – Communities and Local Government
- An introductory guide to valuing ecosystem services – DEFRA
- Common Sense risk management of trees – National Tree Safety Group
- Trees in the Townscape – a guide for decision makers – Trees and Design Action Group (TDAG)
- Trees in Hard Landscapes – a guide for delivery TDAG
- Trees in Towns Two (Executive Summary) – Communities and Local Government
- Trees in the Townscape (comprehensive overview) – Communities and Local Government
- Dangerous trees advice note – Cornwall Council example
- Hedgerow removal notices – Cornwall Council
- Tree works application submission guide – Cornwall Council

Findings

Context for the Task and Finish Forum

- A motion debated by Council in October 2013 calling on the Council to recognise the value of trees and the importance of protecting them was amended and referred to the Overview and Scrutiny Committee, requesting that a Task and Finish Forum be set up.

Resolution in full:

that a Task and Finish Forum be set up and led by the Environment Portfolio Holder to examine the issues raised in the motion to help protect trees, with the remit being widened to examine the main threats to trees and appropriate action that could be taken and robustly defended.

- Throughout its considerations, the Forum never lost sight of the value that trees play in our sense of place in East Devon – they shape our environment and its character – physical, cultural, wellbeing, economic.
- Educating people to value trees was regarded by the Arboricultural Service and highlighted through the Forum’s deliberations as the most effective way of protecting trees.
- The Forum recognised the excellent work carried out by the service and praised the officers for their dedication. Plans to increase the resource within the service were welcomed.
- The Forum referenced relevant published documents (listed above) as a key element of its work.
- Examples of on-line documents used by other authorities were also considered
- Council in-house experts - Charlie Plowden, Service Lead – Countryside and Leisure, and Officers David Colman and Stuart Baker from the Council’s Arboricultural team attended and contributed to every meeting of the Forum.
- John Golding, Strategic Lead – Housing, Health and the Environment, Ed Freeman, Service Lead – Planning Strategy and Development Management and Henry Gordon Lennox – Service Lead – Legal and Democratic Services were called on by the Forum to provide information and answer questions, particularly in respect of:
 - a) how planning applications are dealt with to ensure that all relevant information in respect of trees is captured
 - b) enforcement action
 - c) monitoring and how ward members and local councils could be more involved in this process
 - d) national guidance notes and a review of advice currently provided on the Council’s website in respect of trees
 - e) follow-up action on planting schemes
 - f) the planning service restructure and replacement of the expertise of the landscape architect
- Jim Smith, Forestry Commission attended a meeting of the Forum to give a presentation on ‘the case for trees in development and the urban environment’ to highlight the key messages, practical implementation and answer questions.

Tree Preservation Orders (TPO) and processes to protect trees

Comparatively, East Devon has a high number of TPOs - this reflects the number of valued trees within the district and the drive to protect them. The Council had the ability to protect trees but the service needed sufficient resource to do so and to monitor. The importance of education was emphasised with a TPO being used as a last resort – it was far better for the developer or resident to appreciate the value of the tree and understand the underlying reasoning.

Under the current TPO regulations, all provisional orders must be confirmed within 6 months of the date the order being made. After that time, unless the order has been confirmed the order is no longer valid.

The current Systems Thinking review of the TPO process is dealing with demand, capability, what matters to customers, value and preventable demand, work flow,, legal aspects, government guidance and which process to follow. One of the key issues was the assessment of trees (visual amenity, tree health, value to the locality, special factors and expediency) and deciding if a TPO was relevant. The TPO form currently used by the service was considered by the Forum together with examples of other assessment methods. These would be considered during the current Systems Thinking review.

Options included:

- retaining the current assessment form or
- tree evaluation method for preservation orders (TEMPO) currently used by a number of neighbouring authorities. (The benefit of TEMPO was that it included guidance notes and adopting a system already used by neighbouring authorities would provide more consistency).
- Other systems, including the Cornwall adopted Halliwell system, which included a financial assessment of the trees' value.

Area preservation orders are still used. Best practice guidance is to use these orders on a temporary/interim basis as a way of expediting the issue of more specific orders based on specimen trees, groups of trees or woodlands. For a range of reasons, but mainly workload, around 350 area orders are still in existence; there are examples of these covering acres of land. Area orders raise problems of enforcement. Extensive work will be needed to go back over the area orders and work out which trees need to be identified as worthy of an individual or group order. (A tree officer had been appointed in 2003/04 to deal with this work but the volume of day-to-day reactive work has been given priority).

Not all trees can be protected, not all are worthy of protection and some die or become dangerous. There is an argument for protecting young trees so that they can replace the older ones.

It is a clear-cut offence to remove a tree in a Conservation Area (CA), or one with a TPO, without prior notification to or consent from the Local Planning Authority (LPA). Anyone found guilty of an offence in a Magistrates Court for the destruction of a protected tree is liable to a fine of up to £20,000 – the fine is unlimited at Crown Court.

Whilst the presence of regulatory controls (TPO, CA) does in most cases secure the retention of appropriate trees on potential development sites, it is preferable if the retention of such trees occurs by default due to owner's/developer's understanding and recognition of the intrinsic values that tree cover adds to the development.

Making available and publicising appropriate information and guidance as well as engagement with the pre-application planning process will facilitate the enhanced understanding of the value of trees.

Where existing canopy cover is sub-optimal or tree loss does occur, replacement planting is one method, which is effective in compensating for tree loss. A policy and guidance should be developed and adopted to ensure such planting is carried out.

The Council needed to be cautious about over re-acting to information gleaned from pre-application advice. This could easily deter developers from engaging in the process and realising the benefits that this delivers.

Stop notices and temporary stop notices were an effective tool but rarely used when a condition has been breached. The Council has to take into account possible costs associated with the notice if stopping development was found to have been misguided. Officers preferred to negotiate with the developer to correct issues on site. Information needed to be reported to the Council as soon as possible to limit any damage.

Ideally, a review of the entire district should be undertaken to identify which trees need protection within built up areas. However, this would be very staff intensive and unless it could be undertaken in one go, trees could be put in danger in advance of the review.

Consideration of trees in planning applications

The Forum examined planning processes in detail –

Planning applications are initially assessed by the planning team who look at the constraints to the development/issues to be considered. This includes determining, using the mapping system, whether the proposal is in a Conservation Area and if the site includes trees with a Tree Preservation Order or mature trees. The application form includes a section for completion by the applicant, which specifically asks for information on trees within the proposed development site.

The planning team's next step in processing an application is to register it on the planning on-line system. At that point, second checks are made including whether trees within the area are protected. There is opportunity at this stage to contact the developer to find out about their plans on how they proposed to deal with the trees on site.

This detail informs the site visit by the planning officer during which further data on trees can be gathered. The planning officer might think it appropriate to seek professional input from the arboricultural team. It is standard procedure for the planning officer to alert an arboricultural officer when the proposed development site includes TPO protected trees. An arboricultural officer assesses the value of the trees in accordance with the recommendations of British Standard BS 5837:2012, their contribution to the Green infrastructure (GI) and their value to ecosystem services. Where trees have merit but do not have protection and are vulnerable to development, the officer has the opportunity to decide whether it is appropriate to protect the trees.

The consultation period on an application gives further opportunity for issues to be raised including concerns about the potential impact of the development on trees. However, there is often a public assumption that trees are under threat from a proposed development and ask for the tree to be protected. However, a planning application does not necessarily mean that trees are under threat. The arboricultural officers determine whether the tree is under threat, if the tree is a good specimen, of value to the area and is worthy of added protection. The officers try to find out the underlying cause of the public concern on a case-by-case basis.

The planning team encourage developers to seek pre-application advice. Constraints and opportunities to development, including trees on the site, are broadly considered at this stage.

The developer could be advised that they should submit a full tree survey with their application.

In making their recommendations, planning officers always try to accommodate the advice given by the arboricultural officers and use this in their negotiations with the applicant. For example, they might negotiate a reduction in the size of the development or slightly re-site it to protect the trees. An ideal outcome is to allow the development to retain the suitable trees on site, which along with new planting should be appropriately protected. The making of TPOs on existing trees and new planting is an option to augment protection.

However not all trees within a development site are protected as other factors are taken into account. The value of the tree is considered in a wider context - the requirement for the developer to replace the tree with new specimens may have longer-term benefits to the area. Similarly, significant planning gain might outweigh retention and protection of the tree. Replanting specifications are decided on a case-by-case basis depending on the site, appropriateness and current health of the existing tree.

The Forum was regularly reminded of the important emphasis on canopy cover and that areas with the lowest canopy cover should be targeted as a way of expanding existing habitats.

The value of trees within a development was emphasised; the Council strives to include green infrastructure whenever possible as trees help to create a desirable environment. When trees are retained or added to an urban landscape, consideration must include ongoing and future maintenance, where they are to be sited and the choice of species to minimise root systems interfering with pathways, services and drainage. There are good working examples in the Trees in Towns/Townscape documents of good design and how to include trees in urban settings. Appropriate supplementary planning advice will be addressed when the Local Plan has been adopted to avoid the current necessity of planners being obliged to negotiate with developers on a site-by-site basis.

Enforcement

Although successful prosecution could be a useful deterrent, in taking a case, the Council is required to comply with specific codes. It will only prosecute if such action is in the public interest (including cost:benefit analysis) and if there is sufficient evidence that the removal of the tree(s) has caused harm to the amenity – taking into account the value of the trees in a wider context. Successful prosecution requires details of the trees before they were felled. The review of whether or not to prosecute is made in-house. The process should be reviewed in conjunction with that of monitoring and an explicit strategy and guidance produced.

Resources within the Arboricultural Team

The Forum did not in any way criticise the arboricultural team but recognised that they were struggling with workload and capacity. The Systems Thinking work being undertaken within the service should identify what additional resources are needed. It would also help to look for potential timesavings to free up officers.

A special item request has been included for consideration in the draft 2015/16 budget – a Tree Inspections Officer to manage the Council's own responsibilities – trees in Council-owned

parks, nature reserves and housing land. The intention is to recruit for a flexible resource but for the officer to have specialist arboricultural knowledge and experience.

The Landscape Architect who had left the Council in April 2014 had yet to be replaced. Discussions undertaken with a neighbouring authority to share a replacement post had not been successful. The job specification had been reviewed and the post advertised. Although some applications included their own landscape design, a council officer is needed to assess the schemes and negotiate the best solution in terms of the environment and aesthetics. The officer also checks that the schemes have been implemented and offers specialist advice on individual applications and green infrastructure.

Greater involvement of ward members and local councils in monitoring process

Members recognised the importance of local environmental groups and tree wardens. An approach could be to ask communities to produce a local document on worthy trees in their area, which would add to the district's data on trees and log their value in terms of ecosystem services.

Adopted Village Design Statements have been used to give supplementary planning advice – this information is now included within the Neighbourhood Planning process. Neighbourhood plans should take account of the area's tree population and identify local needs and opportunities to maintain and improve the quality and quantity of tree cover.

A number of local councils had achieved Quality Status and therefore dealt with applications for work to trees based on advice from the arboricultural service. This resource-intensive arrangement should be reviewed, as it did not take any of the work burdens from the arboricultural team. In addition, not all of the decisions taken by the local councils followed advice given by officers; there had been appeals against decisions where a tree of poor quality had been approved for protection.

Local councils, ward members and others could help to monitor development and alert the council when action was needed.

The importance of adopting a monitoring policy in relation to tree and landscape conditions was recognised. The updating of tree and landscape related planning conditions should also be undertaken, guided by a review of current best practice.

The Council needed to decide what should be monitored; the resultant Tree Enforcement Policy could then be used by local councils and ward members for their involvement and assistance.

Planning on-line guidance

The Forum considered national guidance notes for applications for tree works (either works to trees subject to a tree preservation order (TPO) and/or notification of proposed works to trees in conservation areas). The Forum felt that the document could be reviewed so that it could be better understood by the public and contractors. It should include information about action take in respect of illegal removal or lopping/topping of trees. Local guidance with examples would be more helpful.

On-line advice could be more 'joined-up' across the Council (Streetscene, Planning and Legal); work was already being progressed to achieve this. The Systems Thinking review would help to identify a better understanding of what the Council was trying to achieve and this in turn would inform what advice needed to be given and the way this was delivered. The on-line advice would be helpful for the public and officers, with potential for self-help and consequent freeing up of arboricultural officer time.

Guidance helped to determine the value of trees and how to retain their aesthetic value in the landscape and if they are to be removed, how they should be replaced. A stronger policy on integrating trees within developments and guidance to show how this can be delivered benefit would be useful.

When the Local Plan had been agreed, the Planning Policy Team would work on delivering guidance and support documents to help in the delivery of strategic policies.

Report to: **Overview and Scrutiny Committee**

Date of Meeting: 25 June 2015

Public Document: Yes

Exemption: None



Agenda item: 10

Subject: **Quarterly monitoring of performance – 4th quarter 2014/15 January to March 2015**

Purpose of report: This report provides performance information and progress against our promises and priorities as outlined in the Council Plan. This cumulative quarterly information will be used to provide an annual review of our performance against the Council Plan in the Annual Report.

Recommendation: **1. It is recommended that Members consider performance against delivery of the promises/priorities in the Council Plan, key service objectives from service plans and performance measures for the 4th quarter of 2014/15 so that issues can be addressed in a timely way.**

Reason for recommendation: So that Members can gain a clear view of progress against what we said we would deliver in the Council Plan and deal with performance issues arising.

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

kjenkins@eastdevon.gov.uk

ext 2762

Financial implications: There are no direct financial implications.

Legal implications: No legal comments are required

Equalities impact: Low Impact

Risk: Low Risk

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

Links to background information:

- [Appendix A – Performance against Council Plan and our key performance indicators](#)
- [Appendix B – Performance against Service Plans and their objectives](#)
- [Appendix C - Explanations and definitions.](#)

Link to Council Plan: Living, working, enjoying and outstanding Council

Report in full

1. Appendix A gives an overview of the performance against measures in the form of gauge charts for the council promises taken from the Council Plan 2014 Refresh, key performance indicators and objectives from the service plans. The report also provides detailed information on the status of the council promises and key performance indicators.

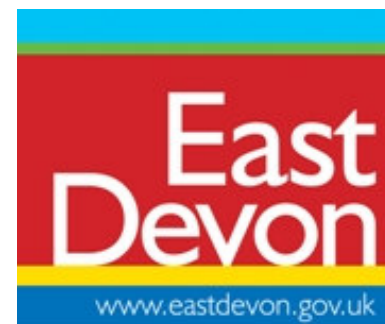
2. Appendix B shows progress against service plan objectives linked to the council aims in the form of gauge charts with the reports from SPAR.net detailing the progress of all objectives from the service plans.

3. Detailed progress of all of the council promises can be found at [appendix A](#). Most of the council promises for 2014/15 are showing as achieved or on track however eight are reporting variation, the detail of which can also be found at [appendix A](#).

5. There are two service objectives showing a status of concern and six showing as variation the detail of which can be found in [appendix B](#).

6. There are two performance indicators showing a status of concern and four showing as variation the detail of which can be found in [appendix A](#).

- **Working days lost due to sickness absence** - We have undertaken some analysis of our sickness absence during the year which has highlighted an increased number of staff with long term sickness issues. We are dealing with each of these cases individually however they are contributing to the higher overall level of absence within the Council. Now that we have a full year we will do a complete analysis and report this to the Strategic Management Team and Cabinet.
- **Percentage of minor planning applications determined within 8 weeks** - The year has been very busy so far with around 1000 applications received but the lack of an adopted local plan to give a clear policy position makes decision making more difficult and the time taken to consider each application longer. We have appointed agency planners to assist with current workloads and as a result the numbers of applications on hand is beginning to drop but it will take another few months before the numbers on hand return to normal levels.



Quarter 4 Performance Report 2014-15

Performance Overview, Council Promises and Key Performance Indicators

April 2015

Document Key

Promise Status classification

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

Performance Indicators (PI)

- The 'Previous Year End' column reports performance at the end of 2011/12, if that information is available.
- The 'Current Target' column represents the annual target some measures no longer have targets or are not suitable for targets.
- The columns 'Q1 Act', 'Q2 Act', etc. show the actual year to date situation for each Performance Indicator. The key for the colours is as follows:
 - Red (Concern) – if the PI is 10% or more below the target.
 - Yellow (Variation) – if the PI is between 10% and 0.1% below the target.
 - Green (Achieved) – if the PI and the target match exactly or the PI is above the target.
- The Direction of Travel column shows if the PI has improved since the same period last year. An up arrow showing improvement, a down arrow showing deterioration and a level arrow showing a static trend.

Overview of our performance – Quarter Four 2014/15

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

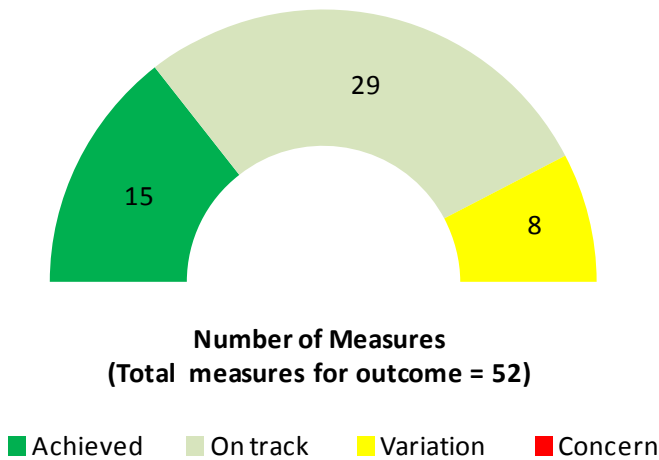


Chart c. Performance against Key Performance Indicators - for more detail see the following pages

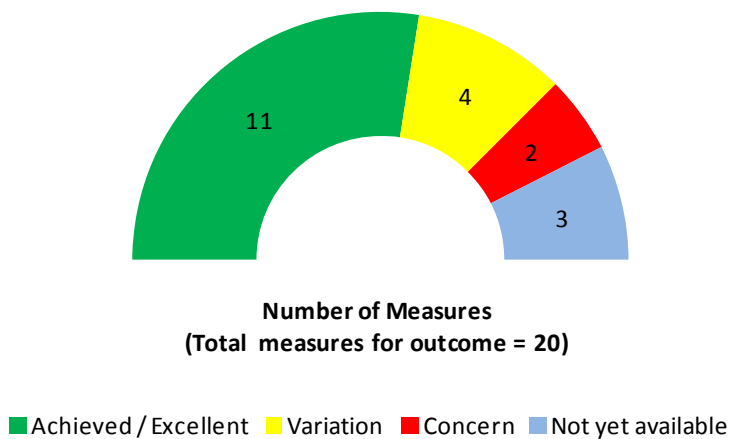
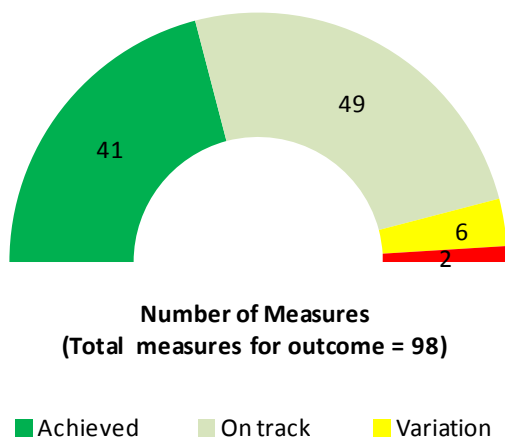


Chart b. Performance against our Service Plan Objectives – for more detail see appendix B



Council Promise - Living in an outstanding place

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

Council Promise 2014-16	Status	Comments
Build at least 100 affordable new homes each year.	Achieved	We have delivered 395 affordable housing units in 2014/15
Deliver a new local plan which meets the district's aspirations and needs in terms of housing and employment provision whilst protecting the natural environment.	Variation	Revised paperwork now with the Inspector with an expectation of new consultation starting in April 2015
Invest in excess of £7 million each year in maintaining and improving the council's housing stock.	Achieved	HRA budget for the year contains provision for £7 million to be spent on tenant's homes. A comprehensive repair and improvement programme is a key part of the HRA Business Plan.
Invest in supporting communities to plan their future by helping them create neighbourhood plans and by continuing to develop our neighbourhood initiatives.	On track	This important work continues with the Neighbourhood Planning Officer who is now in post and we now have 27 designated neighbourhood areas who are in the process of preparing local plans and one approved plan for Lymestone.
Produce at least one rural affordable housing scheme each year.	Achieved	We had 4 rural schemes in 2014/15 <ul style="list-style-type: none"> • Beer – 4 rent , 3 shared equity • Dunkeswell – 14 rent • Feniton – 14 rent, 6 Low Cost Home Ownership • Whimble – 2 rent, 2 shared ownership
Work in partnership to deliver a second primary school and secondary school at Cranbrook.	On track	Construction of education campus on track. Due to be handed over to DCC 1st June and to open for the 15/16 academic year in September.

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Number of affordable homes delivered	310	75 (3/4)	68	86	190	359	↑	

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

Council Promise 2014-16	Status	Comments
Continue development at Cranbrook and elsewhere to ensure best quality of build and design of homes, high street and public spaces.	Variation	We have now appointed Savills as consultants to lead on the development of the Cranbrook Plan which will provide a strategic framework and guide for the future expansion of Cranbrook and ensure that the development proceeds to the best quality of design and build. While this work will take the rest of the year it is considered that this will address previous concerns about how we are addressing this objective and significant progress is being made towards getting back on track.
Continue to be in the top ten areas in the country for producing the lowest amount of waste that goes to landfill and aim to have a recycling rate of at least 50 percent.	On track	We have recently asked DEFRA about provision of this information. It will be provided but probably 6-8 months after year end.

Continue with our acclaimed participatory budgetary work allowing communities to decide and develop play and leisure facilities.	On track	This process continues to be successful and has been accelerated to reflect the need to spend some of the existing S106 monies prior to the implementation of CIL later this year when monies from 5 or more agreements will not be able to be spent on a single piece of infrastructure.
Deliver the new waste and recycling contract to expand the recyclable materials we collect including cardboard and mixed plastics and negotiate a new contract that represents best value for the residents of East Devon.	On track	On track, pre-qualification questionnaires to be evaluated next week and the week after to select bidders. ISOS to commence on 4th May 2015. ISOS: Invitation to submit an online solution
Continue to deliver street cleansing and grounds maintenance services that meet residents' expectations and keep satisfaction high.	On track	Recruitment for the Area Manager West is complete. The new manager starts on the 7th May. In the meantime the Area Manager East and the Service Lead - Streetscene are visiting the West operation on a regular basis to ensure service standards remain good. We have recently had issues with roadside litter as the rate of people dropping litter seems to have increased. Part of the issue has been from SITA dropping collected materials as they return to their depot. We are working on this with SITA's managers who are educating the crews and adding screens to the vehicles to try and limit the problem. In the 2013/14 viewpoint survey 79 per cent of people are satisfied with parks, public gardens, play areas and open spaces. When asked how much of a problem litter, rubbish, vandalism or graffiti are 23 per cent say it's a very or fairly big problem, compared to 11 per cent in 2013. Our council plan outlines our ambition to keep East Devon an outstanding place to live. We generally get very good feedback about our streets and the majority of our residents feel these are safe, clean and green. We only have limited resources so every one of East Devon's residents is asked to help by using bins provided or taking their litter home.
Make sure that new developments are supported with the right level of investment in infrastructure to benefit the community.	Variation	There remains a concern that viability issues with developments is making it difficult to secure the full level of investment in infrastructure that is necessary to meet the needs of the development, however it is hoped that as the economy continues to grow that viability will improve. Progression of the Local Plan and CIL charging schedule will further help progress with this issue.
Monitor bathing water quality and work closely with other agencies and local landowners to reach long term and sustainable solutions to the issues arising.	On track	The team worked closely with the Environment Agency and erected signs throughout the summer whenever poor water quality was predicted. As a result of this and prolonged good weather the classifications for all of our beaches reached the highest standards. Information sent to residents and businesses in Budleigh Salterton, together with improvements carried out by some farmers, will continue to result in improved water quality.
Undertake more detailed planning across the district in partnership with Devon County Council to enable us to deal with extreme flooding events	Variation	Work in this area is on hold due to prioritisation of Feniton flood alleviation scheme and long term sickness of the Senior Engineer.

and ensure that the appropriate flood defences are delivered such as the scheme at Feniton.		
Update our plan for best use of the council's portfolio of assets so that we achieve best value for money and community benefit.	Achieved	
Work with our partners to improve public health and well being across the district.	Achieved	Public Health Plan adopted. Local Public Health Steering Group established. Public Health Projects Officer appointed. Progress document sent to Devon County Council. Outcomes being presented in a Public Health Annual report/statement.

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Number of households living in temporary accommodation	8	30 (3/4)	6	4	6	3	↑	Number of households in temporary accommodation has been maintained at a low level due to proactive actions such as successful prevention of potentially homeless approaches, effective management of temporary accommodation (ie supported accommodation and PSL's) as well as quarterly occupancy checks of PSL's and our own housing stock being used as temporary accommodation.
Percentage of Household waste sent for reuse, recycling and composting	45		47	47	Not yet available	Not yet available		No audited figures until May 2015. Estimated figure of 46%
Residual household waste in kg per household	289		290	508	Not yet available	Not yet available		Actual figures won't be available until May 2015. Estimated figure of 90 kg's for the period.
Percentage of Municipal waste for disposal (incineration and landfill)	55		53	53	Not yet available	Not yet available		Estimated figure until actuals are provided by national Waste Data Flow service - 54%
Improved street and environmental cleanliness – fly tipping	3	3 (3/4)	2	2	3	2	↑	The overall number of fly-tip incidents recorded in 2014/15 was 534 (2419 when defra weightings applied) compared to 559 (2659 weighted) in the previous year. This equated to a 5% fall. The number of enforcement actions taken in 2014/15 was 342 compared to 382 in the previous year - a fall of 9%. EDDC

								therefore are achieved a grade 2 overall which is termed 'effective'. In practical terms it has been a fairly average and consistent year with the usual peaks and troughs recorded, the cause of which is very difficult to establish with any accuracy.
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Council Promise - Working in an outstanding place

Outcome - Deliver a thriving, competitive local economy

Council Promise 2014-16	Status	Comments
Campaign with our partners to secure improved infrastructure especially road and rail to improve the overall accessibility to and through the district.	On track	Continuing to engage with partner organisations and the LEP regarding opportunities for improving infrastructure across the District.
Continue consultation with the East Devon chambers of commerce to keep the present regime of parking and charges in East Devon under review.	On track	There will be no increase in the basic hourly rate for East Devon's pay and display car parks tariff for the fifth consecutive year. We have worked closely with our Chambers of Commerce and have run successful winter promotions.
Continue to successfully pursue future funding opportunities to support incoming housing and commercial development in the district.	On track	Science Park Centre complete. Met Office Super Computer planning approved. Cranbrook expansion planning application received and master plan process underway to expand the housing development from 3000 to 8000 units. Five year housing supply re-established and strategic Housing Market Assessment finalised with a target of 950 new homes per year over the plan period to 2031.
Continue to work in partnership with Devon County Council on the roll-out of super-fast broadband internet connections so that East Devon gets the benefit.	On track	
Explore the construction of new business units around the district to cater for the high level of demand.	Achieved	Planning permission has been achieved for the construction of 22 new business/workshops in Seaton. A Financial feasibility exercise is being undertaken by Estates and Property Services to identify the funding that will be required to deliver the units. At this point a significant funding gap has been identified. The Serviced Workspace Report has been produced by our consultants, Drivers Jonas which has identified the prime areas of the district where new serviced offices may be suitable for development. Work on this and the outcomes of the report is ongoing.
Facilitate strategic and practical workshops with town and parish councils to work together in understanding budgetary issues for 2015/16 onwards.	Variation	To be considered as part of Transformation Paper to be presented to New Council.
Find ways to promote inward investment and new business growth.	On track	Specific agreement between us with Exeter and Teignbridge Councils to develop a marketing and investment strategy. Study into serviced business space requirements in East Devon nearing completion with action plan to follow. Practical project options for work space delivery under consideration. Exmouth seafront regeneration underway. Premier Inn opened and operational. Water sports developer confirmed and wider Queens Drive development subject to further discussions with multiple bidders. Implementation of the economic strategy for Cranbrook in preparation.
Increase job opportunities by encouraging the strategic	On track	Active promotion by us of the West End sites. Geopost development at Sky Park underway. Meetings with key partners

employment site development in the west of the district.		to re-launch IMFT site development.
Invest in further regeneration in our priority towns and look for opportunities in all our towns to invest in their economies and make best use of our assets.	On track	Exmouth regeneration programme continues with the Premier Inn opened in March 2015. Water sports developer confirmed and wider Queens Drive development subject to further discussions with multiple bidders. Seaton Jurassic Centre construction underway. Initial proposal from Seaton Tramway leading to regeneration of a new and enhanced terminus facility.
Work with partners to improve and diversify the skills on offer to the district's workforce.	On track	Bicton College merger with the Duchy Cornwall now completed. We are working with greater Devon / Exeter partner authorities on a skills and employment concordat.
Work with the Heart of the south West local Enterprise Partnership to deliver economic growth.	On track	LEP Growth Fund project announced and includes Science Park investment. We are also proposing to submit EU Structural Fund bids to LEP but await call for bids. Ongoing discussions with LEP officers and district partners to promote wider economic area.

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Creditor days - % of invoices paid within 10 working days	New measure		97	95	96	96		
Creditor days - % of invoices paid within 30 days	99	99 (9/12)	99	98	99	99	↑	

Council Promise – Enjoying this outstanding place

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

Council Promise 2014-16	Status	Comments
Appoint a part-time arts development officer to underpin the work of the arts and culture forum.	Variation	Post frozen as part of medium term financial planning decisions.
Complete a programme of visitor infrastructure improvement at the Axe Estuary Wetlands to coincide with the opening of the Stop Line Way cycle routes.	On track	Planning permission secured for new visitor booth and car park improvements works to be implemented Spring 2015.
Develop ideas and income-generating projects to keep creative art workshops and international art exhibitions available and accessible in our district.	On track	THG secured Arts Council funding to deliver a programme of workshops and events over 2 years
Develop the business case and governance arrangements for setting up a trust for the Thelma Hulbert Gallery.	Variation	Not pursued - LED decision not to proceed with taking on the gallery. Option is still open if in the future that is reconsidered by their Trustees.
Implement a new policy relating to motor homes to welcome day visitors to East Devon's towns.	Achieved	The new policy agreed with Members and implemented in a revised Parking Places Order.
Work with Exmouth Town Council to bring back the land train for the enjoyment of our residents and visitors.	Achieved	Land train service commenced operations this summer. Garaging provided in EDDC's Maer Road car park.

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

Council Promise 2014-16	Status	Comments
Appoint a Cranbrook Country Park ranger engaging with the local community and schools to establish events, projects and volunteering initiatives.	Achieved	Appointment successfully made and Ranger is now in post and helping to deliver the Country Park scheme.
Complete a beach management plan for Sidmouth to assess what future sea defences or beach replenishment may be required.	Variation	Steering Group meeting went ahead as planned in Feb and was very successful. The group decided we needed further historical evidence to establish the rate of cliff erosion. Due to this the timeline for the project has now slipped. We are expecting delivery of the final plan in Dec 2015. Drone aerial cliff surveys have been carried out and searches for historical data have begun.
Complete a programme of habitat creation works to 10 hectares of newly acquired land at sheep's marsh.	On track	Awaiting planning permission for change of use but scheme details approved by the Environment Agency and funding in place.
Complete and promote the Axe Estuary Wetlands as a regionally	On track	On going process but linked into new Seaton Jurassic interpretation centre and also Heart of Devon PR.

important wildlife destination.		
Take part in a multi agency study of the Exe Estuary, Dawlish Warren and Exmouth beach to plan for future delivery of sea defence and beach replenishment that may be required over the coming years.	Achieved	We now have the draft Beach Management Plan (BMP) from Halcrow following the earlier scientific study that was communicated to the TAFF. The actions from this mirror what was reported earlier, we will in due course report back to the TAFF on the Exmouth BMP.
Deliver a green space strategy which will provide a robust plan to make sure East Devon's open spaces are used to their full potential.	On track	Good progress being made - timeframe for draft for Cabinet to consider is June 2015.
Establish a monitoring programme for key habitats and species across all our nature reserves.	Achieved	Countryside Team Leader has a monitoring programme in place for all our LNRs
Work with partners to help make sure we protect the Exe Estuary and Pebblebed Heaths from the impacts of new development.	Achieved	Countryside team continues to support the work of both Partnerships with project based work and also shared events such as Heath Week.

Council Promise – Outstanding Council

Outcome - Efficiencies: financial and time-saving

Council Promise 2014-16	Status	Comments
Creation of a shared ICT service for East Devon, Exeter and Teignbridge. If approved, implementation will begin in July 2014.	Achieved	STRATA launched on the 1 st November 2014
Deliver a 2020 vision transformation strategy that will prepare us for continued reductions in government funding. This will outline the criteria that we will use to direct our financial and other resources so that we can continue to be an outstanding council despite the financial constraints.	On track	
Open for Business – web channel project. Implement new technology giving customers the option to access more of our services directly over our website whenever they wish whilst reducing costs for the council.	On track	The content of the website has been updated. A two year programme of developing online services is underway.
Plan carefully the office relocation so that we minimise any potential service disruption and issues for customers and officers.	On track	Cabinet and Council agreement to sell Knowle and relocate to Honiton and Exmouth. Associated planning for new ways of working, ICT and additional local availability of services are in design.

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Percentage of Council Tax collected	98.60	87.03 (9/12)	30.84	58.47	87.07	98.83	↑	<p>The end of year collection rate is 98.83% - a 0.27% increase on last year.</p> <p>In spite of a difficult economic climate, this has come about as we continue:</p> <ul style="list-style-type: none"> * developing a much tighter recovery framework * promoting Direct Debit * Debt Prevention work * reinvigorating our approach to Systems Thinking <p>We have also reduced our accumulative arrears as a percentage of our</p>

								increased net collectible debit - £85.2 million at 31/3/15, up £3.1million on 2013/14.
Percentage of Non-domestic rates collected	98.4	87.13 (9/12)	30.89	58.06	84.37	98.44	↑	The end of year collection rate of 98.44% is slightly up on last year. However collection is being hampered because: *of the increase in rates avoidance schemes. Although these schemes are not unlawful they do create complexities around non-payment. Therefore we are looking to work with a specialist company to explore alternative recovery options. * one of our rate-payers is in discussion over local discretionary relief as they are in arrears with the 2014/15 rates. The arrears equate to approximately 0.30% of the collection rate.
Proportion of outstanding debt that is more than 90 days old from date of invoice	30		15	39	43	16	↑	
Working days lost due to sickness absence	8.44	7.61 (9/12)	2.31	4.61	7.61	10.41	↓	We have undertaken some analysis of our sickness absence during the year which has highlighted an increased number of staff with long term sickness issues. We are dealing with each of these cases individually however they are contributing to the higher overall level of absence within the Council. Now that we have a full year we will do a complete analysis and report this to the Strategic Management Team and Cabinet.
Total average headcount (quarterly total)	518	N/A	504.33	506.17	488.97	478	↓	
Cumulative Staff Turnover as a percentage of all staff (voluntary leavers)	6.4	N/A	1.79	3.77	5.80	7.97	↓	
Employee Satisfaction	89		N/A	N/A	N/A	84%	↓	

Number of Level 2 complaints (year to date)	18	N/A	9	18	23	35	↑	
Number of Freedom of Information Requests (year to date)	563	N/A	107	236	379	486	↓	
Percentage of planning appeal decisions allowed against the authority's decision to refuse	26.3	30.0 (9/12)	30.0	30	23.8	23	↑	
Number of random general licence checks	214	139 (3/4)	46	105	144	204	↓	
Number of random vehicle licence checks	112	113 (3/4)	15	75	136	157	↑	
Percentage of councillors accessing electronic information		100	94	94	94	94		
Proportion of Councillors trained in regulatory functions	100	100	96	100	100	100		
Missed bin collections per 1000 households	New measure		0.05	0.04	0.05	0.06		

Outcome - Improved service through understanding our customers and making good use of web & mobile technology

Council Promise 2014-16	Status	Comments
Make sure that people are supported in making the culture change to mobile working, paperless environment and WorkSmart (new ways of working).	On track	A WorkSmart strategy is being developed and all staff have been invited to WorkSmart workshops in 2015.
Continue to ask our customers what they think of the services we provide through the viewpoint survey and act on what they tell us.	Achieved	The Viewpoint Survey for 2014 has been completed. This gathered views from residents, town and parish councils and equality partners. Results have been published and will also feature in the annual performance review document which is produced in the summer of 2015.
Deliver a new system for our council tenants, business rate payers and council tax payers to make sure that our services are more easily available online for our customers who prefer to use the internet to do business with us	On track	
Identify office spaces that officers can use to meet customers across the district or to 'touchdown' without the need to come back to the office creating a more efficient way of working.	Achieved	We have documented details of council owned buildings that officers might use but the need for this will be mitigated given the consideration of a two site location for the council's offices, the use of surgeries across the district based on demand, a more mobile workforce and an increasingly capable website.
Use systems thinking principles to redesign processes where	On track	

service improvements are required as agreed by SMT.		
Make sure that we provide the right technology for officers to be able to work in a mobile and flexible way across the district for the benefit of our customers.	On track	We have delivered 227 mobile enabling devices. The planners are still trialling devices and we have obtained 140 council provided iphones. This is in preparation for our new ways of working allowing more flexible and mobile working. There are mobile apps available for customers and officers to be able to report issues while out and about in the district.

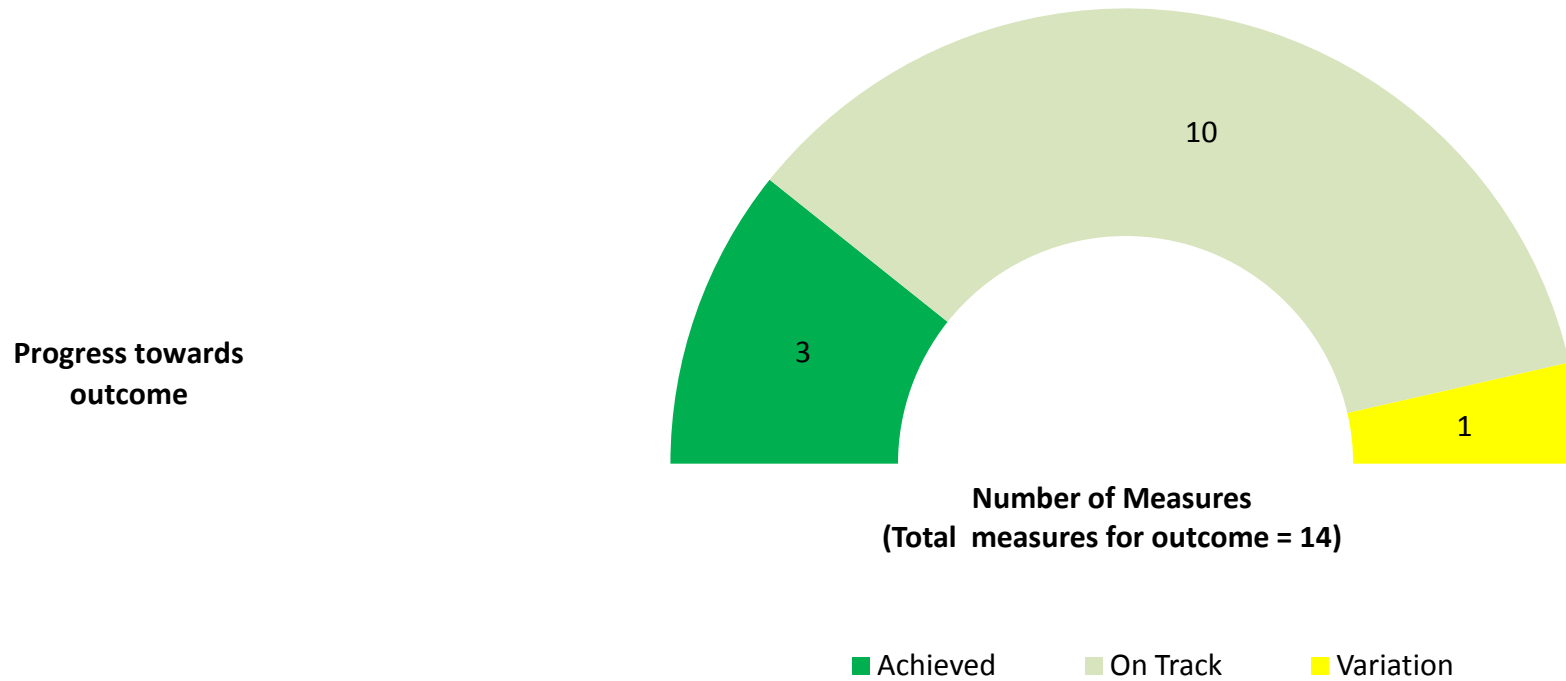
Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Percentage of minor planning applications determined within 8 weeks	46.62	48.75 (3/4)	50	42.63	42.01	40.88	↓	The year has been very busy so far with around 1000 applications received but the lack of an adopted local plan to give a clear policy position makes decision making more difficult and the time taken to consider each application longer. We have appointed agency planners to assist with current workloads and as a result the numbers of applications on hand is beginning to drop but it will take another few months before the numbers on hand return to normal levels.
Percentage of other planning applications determined within 8 weeks	79.01	80.0 (3/4)	80.77	78.45	75.28	75.30	↓	We have managed to almost keep up with the number of 'Other' applications submitted. However, the number of Major and Minor applications has impacted on all work streams throughout the department.
Days taken to process Housing Benefit/Council Tax Benefit new claims and change events	5.61	6.43 (9/12)	5.78	6.04	6.55	5.74	↓	Performance has now been consistently under an average of 6 days since 2011/12. This is in spite of Welfare Changes, new ways of working and a reduction in staffing.
% of residents who pay their Council Tax by Direct Debit	74		75	75	75	75	↑	

Performance Indicator not linked to any aims	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Number of redundancies (year to date)	4	N/A	1	3	4	5	↑	

PRIORITY ONE: Living in an outstanding place

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

Service Plan Objectives - Quarter Four Results 2014/15



Service Plan Objectives - Priority 1a

Annual report for 2014/2015

Arranged by Aims

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

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 1a			
Outcome: Make more affordable, good quality homes available for our residents			
Key Strategic Objective			
Objective Status	Objective	Service	Comments
Variation	<u>Achieve all responsive repairs within target timescales and at tenant's convenience</u>	Housing	Priority repair timescales are generally being achieved. Piloted a new set of repair timescales from September 2014 - Immediate 4 hours completion and all other repairs timescales set by tenant and contractor. Pilot going well and shows much improved fix first time and repairs completed within timescales. Intend to roll out new way of working from April 2015
On track	<u>Continue the programme of estate walkabouts and BlitzDays</u>	Housing	Estate walkabouts held in Liverton Close & Mountain Close, Exmouth; Ottery St Mary; Whimple.
On track	<u>Continue to secure affordable housing (and other planning benefit through planning and property agreements) taking into consideration Localism Act changes.</u>	Legal, Licensing and Democratic Services	Above expected delivery on numbers
On track	<u>Continue to support the development management function in securing the right development in the right place, and taking effective enforcement action against unauthorised and harmful development.</u>	Legal, Licensing and Democratic Services	
On track	<u>Continue to support the planning policy team in the development of the Local Plan and implementation of the Community Infrastructure Levy.</u>	Legal, Licensing and Democratic Services	
On track	<u>Deliver continuing improvements in communal</u>	Housing	Following consultation with service users officers are working with colleagues in Street

Service Plan Objectives - Priority 1a

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

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>cleaning</u>		Scene to develop a service that fits the needs and requirements of our customers. We await a price.
Achieved	<u>Develop the Devon Home Choice regional Choice Based Lettings scheme and ensure that we match the right people with the right home.</u>	Housing	DHC partnership going well. Excess of 20 RP's and 10 LA's working under a common allocation policy. Annual review completed in autumn 2014 and changes to policy approved by HRB in February 2015.
On track	<u>Enable delivery of affordable housing through negotiation with developers</u>	Planning Strategy and Development Management	We continue to negotiate with developers and secure affordable housing in accordance with our policies where viability allows. Where there are viability issues these are fully assessed and the highest proportion of affordable housing possible secured up to that set by policy. In light of a recent appeal decision from the Secretary of State the affordable housing proportions in the new Local Plan are being used, these being 25% in Axminster, Exmouth, Honiton, Ottery St Mary, Seaton and 'West-end' developments and 50% elsewhere.
On track	<u>Implement the Empty Homes Strategy and revise the action plan.</u>	Housing	Revision of the Empty Homes Strategy drafted with revised action plan. Submitted to SMT in March 2015 however further amendments required.
Achieved	<u>Implement the Private Sector Housing Renewal Plan delivery actions.</u>	Housing	Delivery plan implemented. Amendments agreed by Portfolio Holder regarding enforcement charges.
On track	<u>Improve the environment on selected estates</u>	Housing	The programme of estate walkabouts and Blitz Days continues and a number of individual projects to improve the environment on selected estates are underway, for example in Kendal House, Honiton where refurbishment of communal areas and enhancement of outdoor communal gardens are bringing officers and tenants together to improve the living environment.
On track	<u>Legal strategic legal advice on Localism Act implications</u>	Legal, Licensing and Democratic Services	
Achieved	<u>Meet the local offers/standards commitments to tenants contained in Our Commitments to You.</u>	Housing	The latest Annual Report (December 2014) shows that we are meeting local standards in most areas. We are reviewing the standards with tenants to ensure that they are still relevant and appropriate.
On track	<u>Provide support and guidance to major projects and regeneration work including the Local Plan (in-house with external</u>	Legal, Licensing and Democratic Services	

Service Plan Objectives - Priority 1a

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

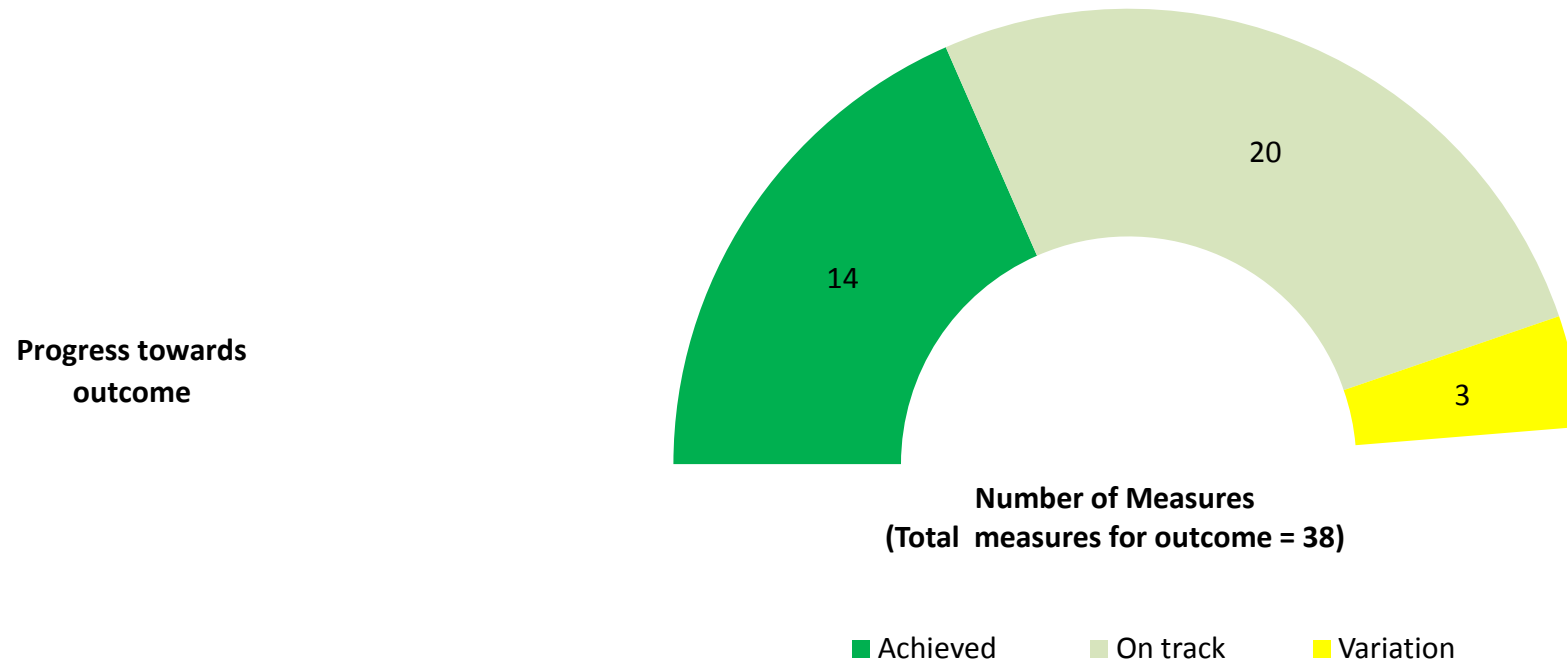
Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>resources as necessary).</u>		

PRIORITY ONE: Living in an outstanding place

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

Quarter Four Results 2014/15



Service Plan Objectives - Priority 1b

Annual report for 2014/2015

Arranged by Aims

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

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 1b			
Outcome: Maintain residents' high satisfaction with their area and home as places to live			
Key Strategic Objective			
Objective Status	Objective	Service	Comments
Achieved	<u>Accelerate delivery of Cranbrook new community inc. Phase 2 development</u>	Regeneration & Economic Development	First residents moved in to phase 2 of Cranbrook December 2014. All three house builders now on site. Planning applications for first town centre facilities coming forward. Education campus on track to open September 2015.
On track	<u>Complete the risk assessments of private water supplies and maintain a sampling regime, providing an annual report on progress to the Drinking Water Inspectorate.</u>	Housing	Risk Assessments on target for completion by December 2014
Achieved	<u>Comply with the regulatory framework produced by the Tenant Services Authority and evidence achievement of the standards.</u>	Housing	This year's annual report has been published including updated local offers, standards agreed with tenants.
On track	<u>Develop targeted community projects and facilities for young people to develop their skills</u>	Housing	Weekly SWITCH sessions for various agegroups are popular and well attended in Exmouth and Seaton. The Corner Club run on the Heathpark estate in Honiton is increasing its numbers, and Community Development Workers continue to work to a programme of individual events across the district.
On track	<u>Develop the Switch project for training and employment opportunities for younger people</u>	Housing	Both SWITCH projects are popular and continue to provide new opportunities and challenges for younger people. Examples are the food project in Exmouth and the cooking and camping projects in Axminster, where a local chef is helping deliver the learning. Both groups undertook the John Muir Challenge, hiking and camping from Exmouth and Axminster to meet in the middle at Easter.

Service Plan Objectives - Priority 1b

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

Key Strategic Objective

Objective Status	Objective	Service	Comments
On track	<u>Develop with our partner Sita an in-cab solution for the refuse and recycling fleet to improve customer service by being able to have more detailed information on collections and be able to react quicker to items such as missed bins and assisted collections</u>	StreetScene	Some concerns that the project is moving more slowly than anticipated. Trial is underway and a meeting with Strata to discuss progression is being arranged ASAP.
Achieved	<u>Expand homeless prevention work and have less temporary accommodation in use</u>	Housing	Homelessness acceptances significantly decreased this year as a result of the homelessness prevention work by staff in Housing Needs team.
On track	<u>Expand the use of Home Safeguard including lone working and telecare services</u>	Housing	Managers have attended two telecare conferences ensuring they are aware of all the latest technology available, and that the new scheme equipment upgrade for sheltered housing will be compatible with the most appropriate items for our customers and service. New individual and corporate customers continue to be sought.
On track	<u>Feniton – Deliver the next phases of the project to provide effective flood alleviation scheme for Feniton. Construction on-site due to commence in 2014 (small areas), with main construction due 2016.</u>	StreetScene	Planning has been granted and project planning is continuing with land agent negotiations progressing and construction being planned. We hope to go out to tender soon for the 1st phase of construction and start this late summer.
Achieved	<u>Help Seaton achieve its Visitor Centre by May 2015</u>	Regeneration & Economic Development	Construction well underway. An additional £200K Coastal Communities Fund secured. Target to open the Cafe in Summer 2015 with the full opening planned for October 2015.
Achieved	<u>Implement awareness and communications campaigns to respond to 2013/14 feedback from residents.</u>	Org Dev	Results and action plans for the residents survey have now been published
Concern	<u>Implement the Home Energy Conservation Act Strategy aimed at improving the thermal efficiency of homes in the district.</u>	Housing	HECA further report submitted to Strategic Lead March 2015 for approval to be signed off by CEX, however returned for further additional information
Achieved	<u>Implement the loan scheme to provide alternative assistance through partners for elderly and vulnerable home owners to carry out repairs to their properties and to remain in their own homes.</u>	Housing	Loan scheme operating. New improvements to the way the scheme operates are being considered over the next 12 months to increase take up. Scheme found to be very effective particularly combined with PSH team actions with hoarding cases.
On	<u>Improve conditions in the private</u>	Housing	This is the backbone of the service

Service Plan Objectives - Priority 1b

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

Key Strategic Objective

Objective Status	Objective	Service	Comments
track	<u>rented sector using advice and enforcement, specifically targeting houses in multiple occupation.</u>		delivered by the PSH Team. Amendments agreed by Portfolio Holder regarding enforcement charges to bring them up to date and make them more transparent and understandable.
Achieved	<u>Investigate viability of providing on street litter recycling facilities particular in coastal towns.</u>	StreetScene	The order for the 15 big belly bins at Exmouth has been filled and these are now installed from Orcombe point to the Octagon. Recycling stations have also been installed.
Achieved	<u>Maintain a healthy Housing Revenue Account, manage debt/loan portfolio, and programmes of maintenance, improvement and adaptations to tenant's homes.</u>	Housing	The HRA has made a surplus of £4 million plus this year (2014/15) and has £2.9 million in a Debt Repayment Volatility Reserve. A 30 year Business Plan sets out key considerations and assumptions.
On track	<u>Maintain high levels of rental and other income whilst achieving affordable homes and affordable warmth for tenants</u>	Housing	The Rental Team continue to work closely with Housing Benefit colleagues and customers to cope with the effects of welfare reform. Rent collection stands at 99.8% at the end of March 2015.
Achieved	<u>Manage and utilise all housing assets to best effect and consider disposal where assets are not meeting their purpose.</u>	Housing	We are managing the HRA assets in accordance with the Business Plan, the aims of the Housing Review Board and tenant aspirations. The HRA Business Plan was refreshed in September 2014 and adopted by the Housing Review Board.
Variation	<u>Asset mapping & condition survey. Map all of our assets (Street furniture, signs, bridges, flood defence schemes) so we can start undertaking pro-active asset inspections and condition surveys and plan a proactive maintenance budget. Transfer mapping info onto Emap to improve CSC and customer information regarding Streetscene/Council assets.</u>	StreetScene	Progress on mapping streetscene assets has been slow as the District Wide TO who does this work has been covering operations work due to staff shortages in the West. We hope to shortly get her working on this project again. In the meantime we have additional resource of 1 FTE just starting on this project. Paul Johns had been mapping all of our grounds maintenance areas for housing. He is now mapping our lighting assets. After this he will move onto LED spaces, hard surfaces and then onto other infrastructure.
Achieved	<u>Procure services and programmes efficiently achieving value for money for service users.</u>	Housing	We demonstrate value for money through procurement arrangements, membership of Advantage South West and periodic value for money reviews.
On track	<u>Provide effective enforcement mechanisms, through court or otherwise (for example, REACT team), as permitted by available resources</u>	Legal, Licensing and Democratic Services	
On	<u>Review current Waste &</u>	StreetScene	Procurement timetable is on track, with

Service Plan Objectives - Priority 1b

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

Key Strategic Objective

Objective Status	Objective	Service	Comments
track	<u>Recycling Contract and tender for a new Contract to include Cardboard & Mixed Plastics (pots tubs and cartons) as well as taking advantage of other new technologies and processes as appropriate.</u>		PQQ's submitted by seven companies. Bidding shortlist to be completed by May 1st 2015.
On track	<u>Review our Engineering department to ensure we have enough resource to competently inspect and asses our large structures, coastal defences and flood scheme assets as well as proactively planning for future flood resilience and other emerging engineering issues.</u> <u>- Systems thinking review of the service</u> <u>- Explore shared opportunities with district partners.</u>	StreetScene	Budget for an additional engineering post has been approved and the recruitment process will start soon. This post will manage the engineering department and following appointment will help review the team and its work using systems thinking principles. The additional resource will also help us move forward on other outstanding engineering work such as regular proactive asset inspections and forward planning for flood resilience schemes.
On track	<u>Review our green and open spaces and plan to ensure we are delivering best value and community access</u>	StreetScene	Work on the plan continues, several other officer meeting shave taken place to write elements of the plan and agree the general principles. The Service Lead - Countryside is leading this work and ha produced a working draft. The next stage will be to write the management policies for different types of open space.
On track	<u>See through examination a CIL Charging Schedule and establish procedures for charging and collecting monies.</u>	Planning Strategy and Development Management	Schedule still at examination stage, expected completion in 2015 and will need to run in parallel with the Local Plan, thereafter we will need to establish procedures for charging and collecting monies.
On track	<u>Set up and support a Landlords' accreditation scheme</u>	Housing	This remains a contentious issue, particularly with central government's recent regulations regarding managing agents and lettings agents. We encourage landlords to join a reputable accreditation scheme whilst we continue to consider the schemes progressing in neighbouring authorities.
Achieved	<u>Support completion of Beehive Centre</u>	Regeneration & Economic Development	
Achieved	<u>Support tenants in holding an annual tenant conference</u>	Housing	Event held on 30 May 2014 in East Budleigh.
On track	<u>Support the Tenant Scrutiny process, Tenant Representative Group and Service Review Groups</u>	Housing	The Tenant Scrutiny Panel meets regularly with Landlord Services Managers and is undertaking widescale consultation with various tenant groups as part of its third review - this time of Resident Involvement.

Service Plan Objectives - Priority 1b

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

Key Strategic Objective

Objective Status	Objective	Service	Comments
			The Tenant Representative Group is reviewing its effectiveness and whether it fully meets the needs of the Service Review Groups with its present arrangements.
Achieved	<u>Take a lead role in investigated Integrated Devon Waste Services with our district partners and take advantage of emerging opportunities. Carefully manage this in line with tendering for a new contract, adjusting the approach to achieve the best outcome for our residents and financially.</u>	StreetScene	EDDC has been fully involved in process from commencement to end. At this time there is insufficient justification to take forward further involvement in I.D. but we are open to further investigation at a future date. The Recycling and Waste Board together with Cabinet have ratified this decision.
On track	<u>Through decommissioning have less sheltered housing</u>	Housing	Our decommissioning work is on hold at present due to our priority of preparing for loss of Supporting People funding from April 2015, although some properties are decommissioned on an individual basis where necessary.
On track	<u>To develop the Environmental Health service's role in contributing to the Public Health Agenda by working within the East Devon Public Health and Wellbeing Officer Group. The group will peer review, develop and implement ideas, projects and events.</u>	Env Health & Car Parks	Our Public Health Projects Officer has been involved in a number of high profile projects designed to improve health and wellbeing including the development of cooking skills in certain communities and the promotion of Credit Union. We are currently preparing an annual review of our public health plan and this will set out a number of SMART objectives for specific project work over the coming year.
On track	<u>To negotiate high quality public realm and open space as part of all new developments</u>	Planning Strategy and Development Management	Officers continue to negotiate high quality public realm and open space within developments as appropriate. Our Urban Designer for Cranbrook is working hard to improve the quality of spaces at Cranbrook and will seek further improvements through the Cranbrook Plan.
Variation	<u>To review the Environmental Health Neighbourhood Assessment programme with the objective of redesigning the assessments to be more focussed on health and well being issues locally.</u>	Env Health & Car Parks	The team has been unable to give the time required to organising and carrying out Neighbourhood Assessments in recent months and have instead dedicated resources to other service priorities. This is unlikely to change in the foreseeable future but we will keep the situation under review through 2015/16.
On track	<u>Undertake Fire Risk Assessments in flats and implement any improvements required to comply with good practice advice</u>	Housing	All FRA's completed. Undertaking FRA review in large blocks of flats in accordance with our agreed timetable/policy. Significant amount of improvement work identified and being undertaken through a programme of work

Service Plan Objectives - Priority 1b

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

Key Strategic Objective

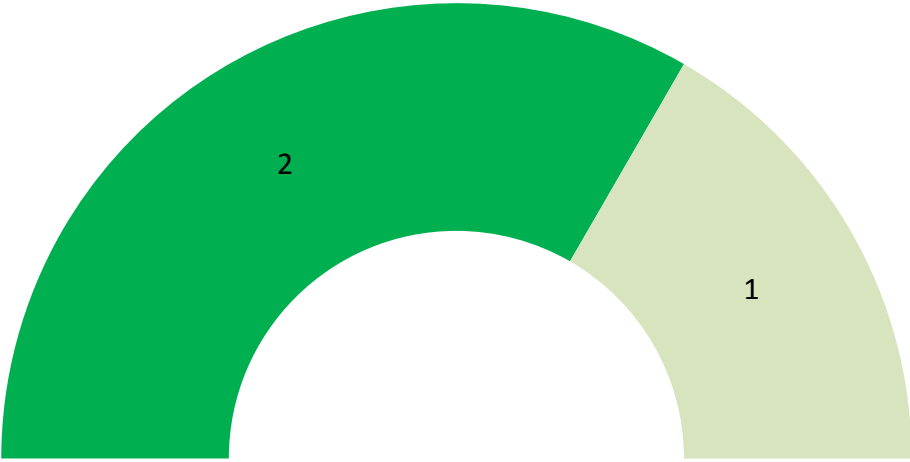
Objective Status	Objective	Service	Comments
			over the next 1-2 years.
On track	<u>We will review and implement all relevant aspects of local air quality management in East Devon and we will to represent East Devon at the Chartered Institute of Environmental Health's Devon Air Quality Working Group.</u>	Env Health & Car Parks	The team has extended its nitrogen dioxide monitoring programme into areas which now are becoming increasingly developed, in particular we are now monitoring levels around the A3052 near Farringdon. The latest formal progress report is almost complete and will be submitted to DEFRA for approval shortly. We are pleased to note that our monitoring is showing general decrease in traffic related air pollutants and this may eventually allow us to reduce or even revoke our Honiton air quality management areas.
Achieved	<u>We will review our pest control service options and prepare a report for the Council's consideration with recommendations for the future delivery of pest control services on both Council owned land and services offered to the public generally.</u>	Env Health & Car Parks	The team is proud to report that its new In-house service is now up and running and has been very well received by the public. The technician was busy from day one and has been able to offer a same day or next day service which has received 100% positive feedback, together with significant income to date. The service was initially approved for a one year trial but has now been approved by Members as permanent.
Variation	<u>We will work with partners to develop the concept of "Healthy Honiton" into a project that relates to the Honiton AQMA.</u>	Env Health & Car Parks	This is a project that will be led by the new Public Health Project Officer . This post was filled in October and the EP Team will work with the post holder and others to assess the viability of the project in the context of other public health priorities.

PRIORITY TWO: Working in an outstanding place

a. Outcome Deliver a thriving, competitive local economy

Service Plan Objectives - Quarter Four Results 2014/15

**Progress towards
outcome**



**Number of Measures
(Total measures for outcome = 3)**

■ Achieved ■ On Track ■ Variation ■ Concern

Service Plan Objectives - Priority 2a

Annual report for 2014/2015

Arranged by Aims

Filtered by Aim: Outcome Deliver a thriving, competitive local economy

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 2a			
Outcome: Deliver a thriving, competitive local economy			
Key Strategic Objective			
Objective Status	Objective	Service	Comments
On track	<u>Explore innovations in increasing quality of job opportunities available to local people as well as district local recruitment, apprenticeships and supply contract agreements. Engage services of JC+ other professionals</u>	Regeneration & Economic Development	The Council continues to support the work of the Exeter and Heart of Devon Employment and Skills Board. We will seek new opportunities through our land ownership, contract and planning powers to secure local employment and training outcomes. Regeneration of priority areas continuing and in the future delivering additional high quality jobs for local people.
Achieved	<u>Play a key role in the low carbon task force in terms of rolling out low carbon projects and supporting local businesses</u>	Regeneration & Economic Development	Developments within The Exeter and East Devon Growth Point serve as practical demonstration of the Council's commitment to the Low Carbon Task Force. Early discussions underway with partner authorities and external experts regarding the creation of an Energy Services Company. The district heating system when serving Skypark and 3,500 homes at Cranbrook will save 13,000 tonnes of Co2 per annum.
Achieved	<u>We will carry out a cleaning review project at our higher risk food businesses, to educate proprietors on effective cleaning techniques and reduce risks to food safety</u>	Env Health & Car Parks	

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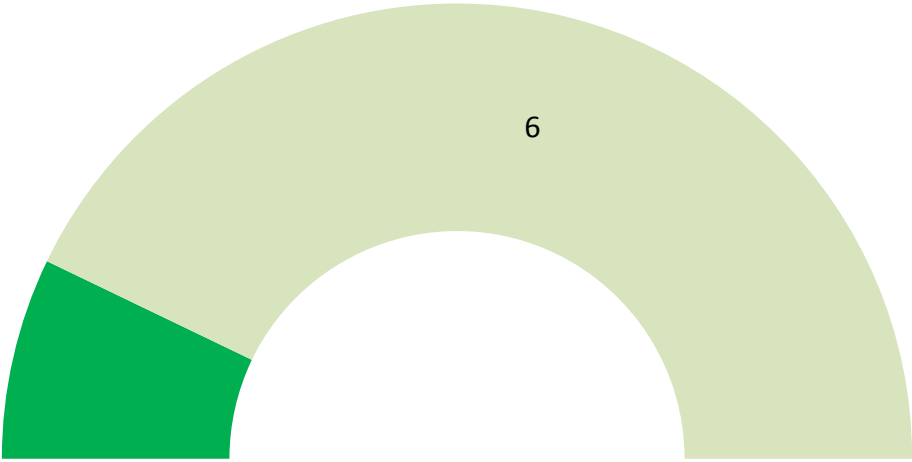
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PRIORITY THREE: Enjoying this outstanding place

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

Service Plan Objectives - Quarter Four Results 2014/15

Progress towards outcome



**Number of Measures
(Total measures for outcome = 7)**

■ Achieved ■ On Track ■ Variation ■ Concern

Service Plan Objectives - Priority 3a

Annual report for 2014/2015

Arranged by Aims

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

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 3a			
Outcome: Provide cultural and leisure activities accessible to all residents and visitors			
Key Strategic Objective			
Objective Status	Objective	Service	Comments
On track	<u>5% visitor increase on all monitored nature reserves over 3-year period</u>	Countryside, Arts and Leisure	Monitoring will take place annually at the 3rd quarter review period and be embedded into the proposed Trainee Ranger post to be recruited this autumn.
Achieved	<u>Develop a programme of initiatives that develop the health & wellbeing agenda across all Countryside, Arts & Leisure Service areas</u>	Countryside, Arts and Leisure	New projects developed in 2014/15 have been Naturally Healthy schools project funded by Natural England and Public Health Devon in Exmouth; Nordic walking programme across our LNRs in partnership with Led and GP referral scheme in Seaton with exercise programme linked to the Seaton Wetlands
On track	<u>Implement priority tenanted property reviews under the Corporate Asset Management Plan: Leisure assets, beach huts & chalets, and private clubs & sports clubs</u>	Regeneration & Economic Development	Asset Management Forum finalising future arrangements for leases and renewals for private clubs and sports clubs and further progress recommendations for beach huts and chalets. Beach huts and chalets review to consultation in spring 2015 with a view to finalising arrangements later in the year. Private clubs and sports clubs future arrangements subject to detailed drafting of lease renewal arrangements. Consultation to follow and Cabinet consideration.
On track	<u>Implementation of new Manor Theatre computerised box office system to enable business processes to operate more efficiently</u>	Countryside, Arts and Leisure	Implementation of this will depend on securing S106 funds from the Sanditon development
On track	<u>Participatory budgeting work with Town and Parish Councils to deliver sports and play areas.</u>	Org Dev	We are currently at various stages working on about 30 projects to spend Section 106 money on sport and play in communities throughout the district. We have most recently completed a £14,400 petanque playing area in Honiton in a joint project with the community and the town council.
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Service Plan Objectives - Priority 3a

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

Key Strategic Objective

Objective Status	Objective	Service	Comments
On track	<u>Run a range of activities and initiatives that promote community cohesion and inclusion.</u>	Housing	Community Development Workers continue to run regular clubs and activities for families and younger people, alongside the activities run for older people by Mobile Support Officers. Estate Managers work with partner agencies on a variety of one-off events. Group projects across Landlord Services teams include those on skills for employment and digital skills for all ages.
On track	<u>We will continue to review our car park fees and charges and where appropriate we will respond to situations with special offers and we will report to Members with an annual review during the autumn of 2014.</u>	Env Health & Car Parks	As our pay by mobile phone and pay by credit and debit car options continue to grow in popularity we are seeing less reliance on cash transaction for parking. However, we have been able to keep our basic tariff unchanged and introduced only a cost of living increase in permit charges this year which means our permits still represent excellent value for money for our regular customers.

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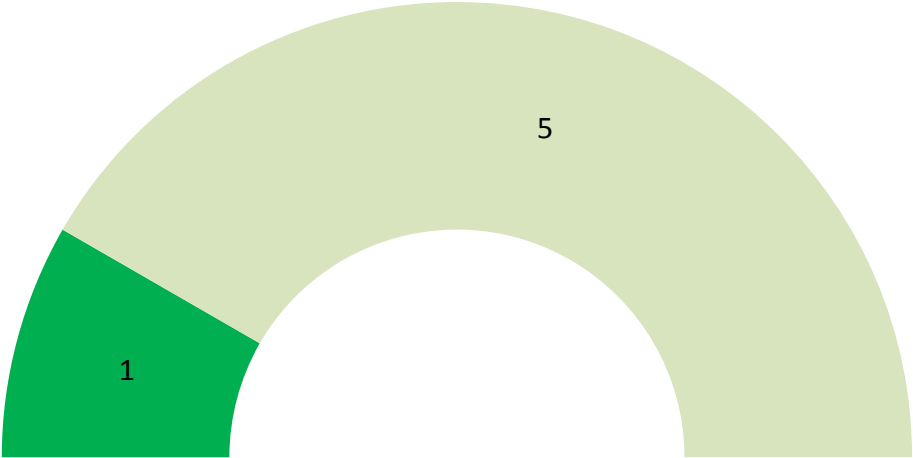
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PRIORITY ONE: Living in an outstanding place

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

Quarter Four Results 2014/15

**Progress towards
outcome**



**Number of Measures
(Total measures for outcome = 5)**

■ Achieved ■ On track ■ Variation ■ Concern

Service Plan Objectives - Priority 3b

Annual report for 2014/2015

Arranged by Aims

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

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 3b			
Outcome: Protect and enhance East Devon's natural environment and its habitats and wildlife			
Key Strategic Objective			
Objective Status	Title	Service	Comments
Achieved	<u>Align quality of land and environment attraction of East Devon with inward investment</u>	Regeneration & Economic Development	Alongside the Countryside Team the Habitat Mitigation officer and Green Infrastructure are now in post within the Growth Point Team. Recruitment for a Landscape post is underway. The Planning Service continues to balance the growth requirement with retention of environmental quality.
Achieved	<u>Honiton Bottom Community Nature Reserve community project established</u>	Countryside, Arts and Leisure	Yes, orchard and meadow created, work ongoing with local community group on monthly basis
Achieved	<u>Local Nature Reserve and Community Nature Reserve Management plans and management briefs all current</u>	Countryside, Arts and Leisure	All done
Variation	<u>Produce a beach management plan to cover all EDDC beaches</u>	StreetScene	The amenity beach plan is out for consultation with the beach forum. A multi agency working group is being convened and lead by Exeter to look at the problems of ASB on the Exe. We will build the outcomes of this into our plan.
On track	<u>Tree team to work through the systems thinking process and implement changes to service</u>	Countryside, Arts and Leisure	Process is still ongoing and timeline for completion is June 2015.

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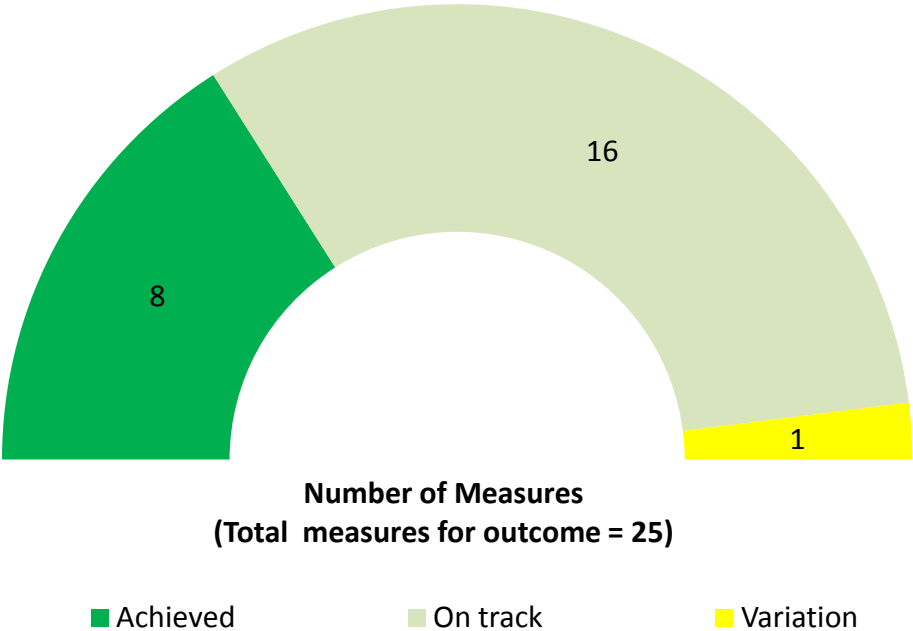
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PRIORITY FOUR: Outstanding Council

a. Outcome Efficiencies: financial and time-saving

Service Plan Objectives - Quarter Four Results 2014/15

**Progress towards
outcome**



Service Plan Objectives - Priority 4a

Annual report for 2014/2015

Arranged by Aims

Filtered by Aim: Outcome Efficiencies: financial and time-saving

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 4a			
Outcome: Efficiencies: financial and time-saving			
Key Strategic Objective			
Objective Status	Title	Service	Comments
Achieved	<u>Act as HR/Communications workstream leader to support development of ICT shared company.</u>	Org Dev	
Achieved	<u>Act as HR/communications workstream leader to support office accommodation project.</u>	Org Dev	Achieved for the phase of the project which brought us to the point of decision on locations, this involvement will continue throughout the project.
Achieved	<u>Continue to reduce the average void times and End to End times</u>	Housing	Average void turnaround time is 23 days - target of 25 days acheived
Achieved	<u>Deliver Engaging for Success staff survey and draw up action plan for results.</u>	Org Dev	The 2014 Staff Engagement Survey has been completed and the results and action plan have been distributed.
Achieved	<u>Deliver service efficiencies and improvements through the application of Systems Thinking techniques</u>	Housing	We continue to experiment with Systems Thinking improvements. We are testing the changes to repair timescales and allowing tenant and contractor to agree the urgency of a job. Systems Thinking is also influencing the implementation of the Capita OpenHousing system. Housing Managers have received training to undertake Systems Thinking reviews.
On track	<u>Explore opportunities for introducing fair and proportionate service charges.</u>	Housing	After two rounds of consultation meetings across the district the new charges for support and Home Safeguard alarms have been set and are payable from the new financial year.
Achieved	<u>Future Dogs Day out events</u>	Env Health & Car Parks	The team attended a number of events with the Countryside team as well as attending the Honiton show in August. They have actively promoted responsible dog ownership and raised £1600 through micro-chipping donations which was presented to local animal charities.
On	<u>Implement the use of the</u>	Legal,	We had been waiting for Strata to provide us with the

Service Plan Objectives - Priority 4a

Outcome: Efficiencies: financial and time-saving

Key Strategic Objective

Objective Status	Title	Service	Comments
track	<u>licensing files stored in the Document Management System</u>	Licensing and Democratic Services	IT ability to work remotely. This has been provided in the last few months and we are now starting to work up remote working practices. As this is new to the team it will take a short while for team members to properly acclimatise themselves to the possibilities.
Variation	<u>Implementation of E-billing, Self Service & Risk Based Verification</u>	Finance	This was to be implemented by the end of 2014/15, other priorities have taken away resources and the implementation has been more complicated than originally thought. The project is back in progress and will be implemented in the first half of 2015/16
On track	<u>Increase Home Safeguard income and maintain Supporting People income</u>	Housing	Home Safeguard and Support Services are both affected by the loss of Supporting People income as from 1 April 2015. The option of charging tenants for the alarm plus the level of service they receive has been agreed to secure the income stream and the service.
Achieved	<u>Introduce new policy in line with new employment legislation expected in 2014.</u>	Org Dev	
On track	<u>Lead aspects of corporate governance.</u>	Legal, Licensing and Democratic Services	
Achieved	<u>Monitor and review the Local Council Tax Support Scheme and consider amendments required to year 3</u>	Finance	Scheme was approved at Full Council on 17 Dec 14 for the 15/16 scheme (Year 3). Members were updated on the impact the scheme is having following monitoring
On track	<u>New Building – latest communications and display technology.</u>	Information Technology	On track to be available before the new buildings are live.
On track	<u>Optimising the identification and collection of rates due</u>	Finance	We continue to explore opportunities to identify additional ways of optimizing additional businesses as well as collection.
Achieved	<u>Paperless agendas based on O365 system</u>	Information Technology	Members are able to operate without paper agendas so the objective has been achieved.
Achieved	<u>Prepare Annual Accounts to an appropriate standard that requires no additional audit days</u>	Finance	2013/14 Accounts Audit completed 25/9/14
Achieved	<u>Produce Annual Performance Report tracking resident satisfaction with our services.</u>	Org Dev	Annual Report published in September available to view on our website
On track	<u>Progress the 'Paper light' initiative for members.</u>	Legal, Licensing and	On target to reduce paper by 75% over last 4 years. When the new council is in place following the May 2015 elections the default position will be provision of

Service Plan Objectives - Priority 4a

Outcome: Efficiencies: financial and time-saving

Key Strategic Objective

Objective Status	Title	Service	Comments
		Democratic Services	committee information electronically.
On track	<u>Provide and/or procure advice on council property projects, including possible office move.</u>	Legal, Licensing and Democratic Services	
Achieved	<u>Provide legal guidance to ICT shared services project</u>	Legal, Licensing and Democratic Services	
Achieved	<u>Redesigning the Council's licensing website to support the Council's 'Open For Business' project</u>	Legal, Licensing and Democratic Services	The Licensing Service has responsibility for the largest number of live information webpages of all the council's services. Preparing the pages (approximately 300) has been a significant task. With the launch of the new website these pages have all gone live and we have received excellent feed back from users. There will be an ongoing need to continue to update, tweak and improve the pages. A programme is in place to do this. The only issue remaining is the update of the licensing public access software which will significantly improve the customer experience of applying online for licences. Currently this has already been delayed for 12 months whilst Strata negotiate a new contract with the software supplier.
Achieved	<u>To improve the efficiencies of the new land charges system</u>	Finance	We have made some major steps forward in processing and the turn round time for searches is 2 days. This would be quicker if we did not have to wait for DCC (highways questions) to reply. We have now scanned and geo stitched some 800 map sheets, these are now an overlay on the system and can be searched much quicker and easier. We have also created a master database of all FENSA notifications which is linked to the system, again saving time and resources.
Achieved	<u>To support delivery of the Council's relocation plans including the sale and relocation of assets</u>	Property and Estates	Heads of terms for sale of Knowle site agreed. Manstone depot to be retained. Heathpark site now to be used for headquarters development.
Achieved	<u>We will promote the Tendering portal, Supplying the South West</u>	Finance	We continue to promote and utilise this South West regional portal, asking potential suppliers to register for inclusion in tender requests. The facility was further marketed at the Buy Local event in Cullompton in early December and is highlighted on the council's procurement website. From now on, advertised opportunities will also be advertised in the government's new version of Contracts Finder. StreetScene is advertising tendering opportunities on the portal and others will follow soon.

PRIORITY ONE: Living in an outstanding place

b. Outcome **Improved service through understanding our customers and making good use of web and mobile technology**

Quarter Four Results 2014/15

**Progress towards
outcome**



**Number of Measures
(Total measures for outcome = 7)**

■ Achieved ■ On track ■ Variation

Service Plan Objectives - Priority 4b

Annual report for 2014/2015

Arranged by Aims

Filtered by Aim: Outcome Improved service through understanding our customers and making good use of web & mobile technology

Key to Performance Status:

Key Strategic Objective:	No Data available	Milestone Missed	On track	Concern	Variation	Achieved
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* indicates that an entity is linked to the Aim by its parent Service

Service Plan Objectives - Priority 4b			
Outcome: Improved service through understanding our customers and making good use of web & mobile technology			
Key Strategic Objective			
Objective Status	Title	Service	Comments
Achieved	<u>Complete a review of our Streetscene business processes with ICT</u>	StreetScene	The roll out of the smartphones is now complete. All staff have had user training. We continue to work through some bugs in the system with ICT, but our apps. are now allowing operations staff to access job order on site, process their mileage and vehicle checks electronically and for us to monitor lone worker safety and location. This project will continue as there are always new apps. which can be developed, such as an asset inspection app. and a HAV app.
On track	<u>Complete roll out E-Procurement module</u>	Finance	To date, we have trained 133 staff to use the E-Procurement system, which was intended for all departments within the council. This leaves just the Housing Department requiring training. However, they have postponed their involvement in E-Procurement to concentrate on the new Housing computer system instead.
Achieved	<u>Implement a new housing management IT system to improve customer journeys</u>	Housing	Contracts signed, Implementation team established, project plan in place, test system installed. System being configured and training started. Modules being installed and formulated to our needs.
On track	<u>Increase the number of customers who make self service transactions away from face to face and telep</u>	Customer Service	this is an ongoing project in line with the open for business project. We are working with Strata to ensure that as many customers are able to use the self service facility we offer.
On track	<u>Review services provided and possible additional services that can be carried out by the CSC</u>	Customer Service	We are working with colleagues to identify how services can be improved for customers. A more recent discussion is that of taking customer details when they move to their new property so that they have a seamless service rather than being transferred around services.
On track	<u>To assist and lead where appropriate the preparation of a</u>	Finance	

Service Plan Objectives - Priority 4b

Outcome: Improved service through understanding our customers and making good use of web & mobile technology

Key Strategic Objective

Objective Status	Title	Service	Comments
	<u>balanced Council budget for 2015/16.</u>		

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Agenda Item 11**Scrutiny Committee****Scrutiny Committee Forward Plan 2015/16**

Date of Committee	Report	Lead
30 Jul 2015	Sickness absence report 2015/16 Media protocol Transformation strategy	Karen Jenkins
20 Aug 2015		
17 Sep 2015	Performance monitoring report Quarter 1 2015/16	
15 Oct 2015		
12 Nov 2015		
10 Dec 2015	Performance monitoring report Quarter 2 2015/16	
13 Jan 2016	Draft service plans and budget 2016/17 jointly with Overview Committee	Simon Davey
18 Feb 2016		
17 Mar 2016	Performance monitoring report Quarter 3 2015/16	
14 Apr 2016		

Work for scoping and allocation to the Forward Plan:

Proposed date	Topic
July/August	Moving and improving – joint meeting with Overview Committee as a special meeting (date to be arranged)
Nov/Dec	Tbc First feedback R & R trial Feniton & Exmouth
Feb/Mar	Tbc Final feedback R & R trial Feniton & Exmouth
	Portfolio Holder updates as required
Sep/Oct	Crime and Disorder update
	North Devon Healthcare Trust update