

# Agenda for Overview Committee

## Tuesday, 28 June 2016; 6.00pm



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

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

[View directions](#)

**Contact:** Chris Lane 01395 517544 or Debbie Meakin 01395 517540  
(or group number 01395 517546): Issued 17 June 2016

East Devon District Council  
Knowle  
Sidmouth  
Devon  
EX10 8HL

DX 48705 Sidmouth

Tel: 01395 516551

Fax: 01395 517507

[www.eastdevon.gov.uk](http://www.eastdevon.gov.uk)

- 1 [Public speaking](#)
- 2 To confirm the minutes of the meeting held on 22 March 2016 (pages 3 - 7)
- 3 Apologies
- 4 [Declarations of interest](#)
- 5 [Matters of urgency](#) – none identified
- 6 To agree any items to be dealt with after the public (including press) have been excluded. There are no items that officers recommend should be dealt with in this way.

### 7 **Role of the Committee** (page 8)

Following changes to the constitution agreed at Annual Council on 18 May 2016, this briefing paper sets out the role of the committee.

### **Matters for Debate**

- 8 **Local Government Boundary Committee for England Electoral Review Programme 2015 - 2019** (pages 9 - 103)  
To consider and recommend to Cabinet and Council the future number of Councillors for the District of East Devon and to approve the draft submission to be sent to the LGBCR.
- 9 **Heart of the South West Formal Devolution Bid** (pages 104 - 109)  
To consider a Cabinet report seeking to sign up in principle to the pursuit of a devolution deal and the creation of a combined authority for the Heart of the South West sub-region to administer the powers devolved through the deal.
- 10 **Communications Plan 2016/20** (pages 110 - 115)  
Consider and recommend to Cabinet adoption of the updated Plan.
- 11 **Overview forward plan** (page 116)

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](#)

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

## **EAST DEVON DISTRICT COUNCIL**

### **Minutes of a Meeting of the Overview Committee held at Knowle, Sidmouth on 22 March 2016**

#### **Attendance list at end of document**

The meeting started at 6.00pm and ended at 9.30pm.

#### **\*30 Chairman's introduction**

The Chairman welcomed the Committee members to the meeting

#### **\*31 Public speaking**

There were no public speakers at this point of the meeting.

#### **\*32 Minute confirmation**

The minutes of the Overview Committee held on the 26 January 2016, were confirmed as a true record

#### **\*33 Local Flood Risk Management Strategy and Coastal Protection**

Members received an update on the implementation of the Devon Local Flood Risk Management Strategy from Martin Hutchings, Flood and Coastal Risk Manager, Devon County Council, and information on coastal protection locally from David Turner, Engineering Projects Manager.

Members noted that East Devon was the designated Coastal Protection authority under the 1949 Coastal Protection Act and had the powers to protect land against coastal erosion and to control third party activities on the coast. East Devon had no duty under the Act to protect against coastal erosion and flooding

Martin Hutchings reported that there was major progress being reported with flood defence schemes at Axminster and Uplyme. The District Council was also working on a flood defence scheme at Feniton, The DCC Action plan for 2016/17 was being finalised and for East Devon, there were a number of schemes being developed and progressed, as listed below:

- Axminster Millbrook Phase 2.
- Uplyme Flood Improvements.
- Ottery St Mary flood improvements works and land management initiatives.
- Old Feniton – surface water investigations in partnership with SWW.
- Sidmouth Surface Water Improvements – Design.
- East Budleigh minor flood improvements.
- Lympstone flood improvement.
- Exmouth surface water optioneering.
- Whimble, subject to scheme viability.

During discussions, the following points and questions were raised:

- How successful had flood barriers been? They were satisfactory in the short term for water deflection but not good for dealing with standing water as they could allow seepage;
- importance of not building in flood risk areas
- What was the relationship between landowners and farmers and water run off? DCC were looking at the type of crops that would better absorb water and also looking at encouraging farmers to allow their fields to flood;

- How have budget cuts impacted on flood management at DCC? The budget for flood protection work had not been affected;
- A buffer strip around fields was proven to slow down run off;
- Both DCC and the Environment Agency adhered closely to the EU water directive;
- How has the reduction in lengthsmen impacted on flooding issues? The management of ditches was the responsibility of landowners. There was the need to put pressure of landowners and farmers to maintain ditches;
- EDDC accessed DEFRA funding through the Environment Agency for SMP schemes;
- The coastal erosion issues at Pennintgon Point, Sidmouth (and subsequent flood risk to the eastern part of Sidmouth) were acknowledged and interim remedial works were being looked at;
- Possibility of dredging the River Exe to reduce the possibility of flooding in Exmouth and importance of Pole Sands as natural flood prevention barrier.

Martin Hutchings and David Tuner were thanked for their reports.

**RESOLVED**

1. that the following comments be noted and supported:
  - a. the loss of lengthsmen had been keenly felt.
  - b. The Environment Agency had been far more proactive leading to vital and successful small works, such as that at Lympstone
  - c. The issue of non sustainable development not meeting thresholds that require improved protection;
  - d. The need for a flood resistance action plan is recognised and must be better supported.
2. that the report be noted.

**\*34 Local Government Boundary Committee for England Electoral Review Programme 2015 - 2019**

The Committee received a report from Mark Williams, Chief Executive, asking the Committee to consider the proposed draft submission to the LBGCE recommending minimal change to the current number of councillors representing the District Council. He explained that further work was needed on the electorate projection figures but wanted to hear members' views on the draft submission at this stage.

Members noted the survey of Councillors' hours per week spent on East Devon District Councillor business that was reported to Cabinet on 17 November 2015. It was noted that this survey was undertaken very early in the life of the new Council and that there was possible scope for a refreshing the survey of Councillors to provide a more current and accurate picture of the hours Councillors (particularly those Councillors newly elected in May 2015) spent on EDDC work.

Members considered the ratio of electors to Councillors in wards; current and projected and the rationale behind some of the figures presented. Although based on the newly adopted Local Plan they also needed to take account of other projection figures. The Chief Executive also referred to latest electoral registration date and confirmed that the table would need to be further assessed.

During discussions, the following further points and questions were also raised:

- Issues around the figures for Ottery St Mary Rural and Town and whether the boundary for both wards had been correctly considered ;

- Need to increase the number of Councillors in some wards to reflect increases in population (particularly in Cranbrook) and also change ward boundaries in rural areas;
- Expectation from the Boundary Commission that Councillors would be expected to represent 10% more electors in future.

**RESOLVED**

that the Committee consider an updated copy of the draft submission to the Boundary Committee when further investigation has been undertaken regarding the electorate projection figures.

**\*35 Business engagement update**

Consideration was given to the report of Rob Murray, Economic Development Manager, which updated his presentation to the Committee in September 2015, where it was shown that early progress was being made to meet the objectives of the proposed Business Task & Finish Forum. This report updated on further progress in line with the agreed Overview recommendations. It highlighted tangible business benefits of the Council's improved engagement as well as what further growth and development would follow from improved investment.

During consideration of the item, Councillor Mike Allen presented a report entitled 'East Devon Economic Development Policy in Rural Areas' which gave a number of recommendations for the development of businesses in rural areas. Due to the detailed nature of the report, it was not considered appropriate for the report to be considered at the meeting but Councillor Andrew Moulding, Strategic Development & Regeneration Portfolio Holder suggested that it be considered by a Joint Economy and Regeneration Think Tank meeting on 21 April with Councillor Allen being invited to present to this meeting.

During discussions, the following further points and questions were raised:

- EDDC was now engaging with business far more effectively and with complete transparency;
- Desire to see improvements to the Economic Development role in East Devon, including the appointment of an additional member of staff;
- Acknowledgement of the excellent work undertaken by the Economic Development Manager so far;
- Limited capacity with the Economic Development service to carry out a number of the proposals presented to the meeting;
- The rural economy issue was important for East Devon;
- The Budget Working Party would be asked to consider a recommendation for additional member of staff for the Economic Development Service.

- RESOLVED**
1. that Councillor Mike Allen be invited to present his report entitled 'East Devon Economic Development Policy in Rural Areas' to a meeting of the Joint Economy and Regeneration Think Tank on 21 April;
  2. that the updates on progress made within the report by the Economic Development Manager be noted.

**\*36 Draft Annual Report**

Members were asked to note the annual report of the Overview Committee which highlighted the achievements and detailed the work undertaken by the Committee over the last year. The report would be referred to the annual meeting of the Council in May.

The Strategic Lead, Housing, Health and Environment thanked the Democratic Services Officer, Debbie Meakin, for her report and commented that it was a good discipline for the Board to annually review the work it had undertaken.

**RESOLVED:** that the annual report of the Overview Committee be noted and included within the agenda for the annual meeting of Council.

**\*37 Overview forward plan**

The Committee discussed items for the forward plan, and agreed the following topics to be scoped before further consideration on how to proceed:

**RESOLVED**

That the forward plan include:

28 June 2016 – Policy review on provision of affordable homes and Local Government Boundary Committee for England Electoral Review.

11 January 2017 – Draft budgets and service plans 2017/18.

**Attendance list**

**Councillors Present:**

Peter Bowden (Chairman)

Graham Godbeer (Vice Chairman)

Mike Allen

Matthew Booth

Peter Faithfull

Rob Longhurst

**Councillors Also Present:**

Megan Armstrong

David Barratt

John Dyson

Geoff Jung

Dawn Manley

Andrew Moulding

Marianne Rickson

Tom Wright

**Officers**

Anita Williams, Principal Solicitor

Mark Williams, Chief Executive

Alison Hayward, Regeneration Manager

Rob Murray, Economic Development Manager

Chris Lane, Democratic Services Officer

David Turner, Engineering Projects Manager

Martin Hutchings, DCC

**Councillor Apologies:**

Jill Elson

Pat Graham

Maria Hale

Ian Hall  
Phil Twiss  
Christopher Pepper

Chairman ..... Date.....

**Role of the Overview Committee** – following changes to the constitution agreed at Annual Council on 18 May 2016.

The Strategic Planning Committee has been created to ensure timely provision of future Local Plans and related planning policy documentation. In addition, and due to the composition of the Committee, it will permit wider strategic thinking to guide future policy development. Given the composition of the Committee and streamlining of the process it is envisaged that delivery of planning policy will be quicker and better. This is because in having members from Cabinet, Overview and Development Management Committee on the committee, who will represent the views of those Committees, we can report straight from Strategic Planning to Council. All planning policy documentation will be dealt with by Strategic Planning.

For Overview this means that planning policy work will now not fall within the committee's remit. However all other policy related matters will still fall to Overview. While planning policy is specifically not within remit, there will invariably be occasions where the Committee have cause to comment on a planning policy related matter or indeed may identify something that ought to be considered by the Strategic Planning Committee in the planning policy context. It is envisaged that in those circumstances the Chairman of Overview (as Vice Chair of the Strategic Planning Committee) will be able to report this directly to the Strategic Planning Committee or the committee itself could make the recommendations through Cabinet. This really will be an operational issue depending on the matter being discussed and the views of the committee.

In terms of how the committee operates, it is worth re-iterating that the purpose of the Overview Committee will principally be to provide a 'critical friend' challenge to Cabinet and reflect the voice and concerns of the public and its communities prior to the decision being taken so as to make an impact on the delivery of public services. As this Committee is forward thinking, in that it is about policy formulation and impacting on delivery, the Committee should be looking to make positive recommendations or propose positive outcomes to enable their purpose to be fulfilled. The 'critical friend' aspect, notwithstanding the phraseology, is about working together, in conjunction with other committees (specifically Cabinet) and officers, to deliver what is needed for our communities



**Report to:** **Overview Committee**

**Date of Meeting:** 28 June 2016

**Public Document:** Yes

**Exemption:** None

**Review date for release** None



**Agenda item:** 8

**Subject:** **Local Government Boundary Committee for England (LGBCE)  
Electoral Review Programme 2015 - 2019**

**Purpose of report:** For the Committee to consider and recommend to Cabinet/Council a future number of Councillors for the District of East Devon (currently 59) and to approve the draft submission to be sent to the LGBCE (due w/c 18<sup>th</sup> July 2016)

**Recommendation:**

- 1. That consideration is given to the appropriate number of Councillors for the District of East Devon to be recommended to the LGBCE**
- 2. That the draft submission attached to this report be approved for the purposes of submission to the LGBCE**
- 3. That the Chief Executive, in consultation with the Group Leaders, be given delegated authority to make any recommended changes to the draft submission following its consideration by the LGBCE.**

**Reason for recommendation:** To comply with the timetable and requirements of the LGBCE

**Officer:** Mark Williams, Chief Executive

**Financial implications:** None at this stage

**Legal implications:** The review takes place within a legal framework and when finally completed there may well be a need for the Council to review its polling districts and polling places. The approach put forward for debate would result in the loss of the Overview Committee, which would combine with the Strategic Planning Committee. It should be noted that Cabinet members are precluded from sitting on any Overview or Scrutiny Committee which has been established in accordance with the requirements of the Local Government Act 2000 and therefore any revised committee structure would need to take account of this requirement when being set up.

**Equalities impact:** Low

**Risk:** Low Risk

Need to ensure the Council is well prepared for any changes to electoral arrangements

**Links to background information:**

- [Cabinet agenda 15 July 2015](#)
- [Overview agenda 22 September 2015](#)
- [Overview agenda 17 November 2015](#)
- [Overview agenda 22 March 2016](#)

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

**Report in full**

1. Members have given previous consideration to reports outlining the implications of the forthcoming LGBCE review. This has included, amongst other things, the results of a member survey. To date, it has been the view of the Council that there should be minimal change to the number of councillors representing the District albeit a reduced number would be acceptable if required in the interests of electoral equality. A major factor in forming this view was the evidence from the survey that, on average, members spend a full 2 days a week on Council related business. A new survey has been issued and the results will be reported to members at the meeting,
2. The LGBCE attended at the Councils offices on the 8<sup>th</sup> June where they briefed the Group Leaders and also presented to members in plenary session. This latter event allowed members to question the LGBCE and better understand the reasons for, and implications of, the review.
3. Members have previously been sent the [presentation given by the LGBCE](#) and also their guide for councillors (appendix B). Key dates to note are that the LGBCE require the Councils draft submission w/c 18<sup>th</sup> July 2016 and the final submission w/c 15<sup>th</sup> August 2016.
4. The key requirement the LGBCE need from this Council is our view on the appropriate number of councillors for the future. The LGBCE advise that effective representations will address:
  - a. Decision Making
  - b. Scrutiny & Partnerships
  - c. Representational Requirements.
5. The attached draft submission contains all the background information that I understand the LGBCE require. It is based on one submitted to the LGBCE by Stroud DC which was recommended as an example of best practice,
6. In reaching a view on the appropriate number of councillors the following suggestion is offered for the purposes of debate:

Decision Making

There has to be an appropriate number of councillors to allow the Council to function effectively through its meetings and for councillors themselves to consider that they are able to make an effective contribution in meetings.

The risk of having too few councillors is that the Council cannot operate effectively whereas with too many it leads to 'occasional' councillors who are off the pace in terms of understanding and contributing meaningfully to the work of the Council. On this basis it could be argued that at least 45 councillors are required if the following optimum number of councillors per committee is accepted (I have assumed that a councillor can be on more than one committee):

Cabinet – 10 (the maximum allowed)

Scrutiny – 10 (to reflect Cabinet)

Audit & Governance – 7 (assuming a membership that reflects a high degree of expertise in this area)

Development Management – 15 (one less than current but would reflect a third of the membership if 45)

Housing Review Board – 5

Licensing – 15 (this would reflect a third of the membership if 45)

Standards – 5 (as per present numbers)

Strategic Planning/Overview – 15 (to be drawn from Cabinet, A&G, DMC to provide a broad overview input and reflecting a third of the membership)

There is no right number of councillors or committees but there is a need for Councils to operate with increasing effectiveness to adapt to changing circumstances.

### Scrutiny & Partnerships

Effective scrutiny is difficult but is at its most effective when it can reflect the level of expertise and competence that is expected of Cabinet. Clearly a member cannot be on both but a focused Scrutiny function that facilitates the development of relevant expertise is important. Arguably, a Scrutiny Committee that is too big dissipates effectiveness which is the reason for suggesting a level of membership the same as Cabinet.

In terms of Partnerships, these are of increasing importance, but the key thing is that those who represent the authority are appraised of the bigger picture, can speak with authority and can influence the resulting debate 'back' at the Council. In this respect there should be a degree of doubling up such that there is no requirement to increase the number of councillors for this reason.

### Representational Requirements

This section is about councillors having the appropriate level of capacity to effectively represent their constituents. Experience in EDDC tells us that the clear majority of residents/electors have and need little or no direct contact with their councillor. This is a reflection of the Council providing good services. If there is evidence of service failure, the first port of call is normally the Council itself and it is only if the Council itself cannot remedy the matter that the ward councillor is called upon to help the constituent. By far the greatest level of engagement is in the area of planning. Even the simplest application can give rise to objection and arguably the members of the Development Management Committee have the busiest roles after those of Cabinet members. A key question for members to consider is whether the particular characteristics of East Devon require the current level of representation to remain to fulfil this factor. The evidence from the LGBCE is that we have one of the highest number of councillors when compared with our family group and this will be something they take into consideration.

7. Members are also requested to approve the draft submission which is attached as appendix A.

EAST DEVON DISTRICT COUNCIL

# Electoral Review

---

District Profile, Council Priorities, Nature of the  
Electorate and Governance & Decision Making

July 2016



This document provides an outline of the District Profile, Council Priorities, Nature of the  
Electorate and Governance and Decision Making.

## Contents

|                                                                            |    |
|----------------------------------------------------------------------------|----|
| DISTRICT PROFILE .....                                                     | 3  |
| East Devon at a glance .....                                               | 5  |
| Ratio of Electors to Councillors: current and projected .....              | 6  |
| COUNCIL PRIORITIES 2016-2020: Focus on 4 key areas: .....                  | 8  |
| Priority one - Encouraging communities to be outstanding .....             | 8  |
| Priority two - Developing an outstanding local economy.....                | 9  |
| Priority three - Delivering and promoting our outstanding environment..... | 10 |
| Priority four - Continuously improving to be an outstanding council .....  | 11 |
| GOVERNANCE AND DECISION MAKING .....                                       | 12 |
| How decisions are made .....                                               | 12 |
| Summary of Council Bodies .....                                            | 13 |
| Performance Reporting.....                                                 | 14 |
| Council meetings.....                                                      | 14 |
| Overview Committee .....                                                   | 15 |
| Scrutiny Committee .....                                                   | 15 |
| Housing Review Board (Housing Overview and Scrutiny Committee) .....       | 16 |
| Licensing and Enforcement Committee.....                                   | 17 |
| Licensing Sub-Committee .....                                              | 18 |
| Interviewing (Chief Officers) Committee .....                              | 18 |
| Standards Committee .....                                                  | 18 |
| Hearings Sub Committee .....                                               | 20 |
| Strategic Planning Committee .....                                         | 20 |
| Development Management Committee.....                                      | 21 |
| Audit and Governance Committee .....                                       | 22 |
| Employment Appeals Committee .....                                         | 23 |
| Cabinet .....                                                              | 23 |
| Panels, Forums, Joint Bodies and Outside Bodies .....                      | 26 |
| Councillor Roles and Demands on Time .....                                 | 27 |

|                                    |    |
|------------------------------------|----|
| NATURE OF DISTRICT ELECTORATE..... | 30 |
| Tenant Engagement.....             | 31 |
| APPENDIX 1.....                    | 32 |
| APPENDIX 2.....                    | 37 |
| APPENDIX 3.....                    | 51 |
| APPENDIX 4.....                    | 59 |
| APPENDIX 5.....                    | 62 |

## DISTRICT PROFILE

The district of East Devon lies at the east of the county of Devon between Exeter to the west, and bordering Somerset and Dorset on the east. It is one of eight Devon districts and, in population terms, it is the largest in the county. At the last census in 2011 the population in East Devon stood at 132,457 that was a rise from 125,700 in 2001, a percentage change of 5.4%. The district has a dispersed and largely rural population. The rural nature of the area is emphasised by the low population density of 1.6 persons per hectare (the England average is 4.11).

The main settlements are the coastal resorts of Exmouth (Devon’s largest town – population 35,989), Budleigh Salterton, Sidmouth and Seaton and inland are Honiton, Ottery St Mary, and Axminster.

East Devon is renowned for its beautiful countryside. In fact two thirds of the district are recognised as being nationally important for its high landscape quality and designated as Areas of Outstanding Natural Beauty (AONB) - the East Devon AONB covers some 270sq km of beautiful landscape between Exmouth, to Lyme Regis and up to Honiton, whilst to the north of Honiton you will find the Blackdown Hills AONB. East Devon also has a stunning coastline that runs the length of its southern border. Almost the entire coastline is part of a World Heritage Coast that starts at Exmouth and runs to Swanage in Dorset.

East Devon borders the city of Exeter, which plays of huge importance to the area. Exeter has rail links including a line to London Paddington, road links connecting the district to Bristol and the South East. The district contains the main airport for the south-west region with Exeter International Airport at Clyst Honiton. Exeter also provides many employment opportunities from which the people of East Devon benefit.

The 2011 Census shows there is a large flow of working out of the district with 41% (18,170) of the working population commuting out of East Devon to work, primarily by car (79%). The numbers of workers employed outside of the district has grown from the 2001 census when the figure was 30% (15,470) of the working population. Over 63% of those working outside of the district are travelling to Exeter with significant numbers also going to Mid Devon, South Somerset, Teignbridge, West Dorset and Taunton Deane. Of the 10,071 people travelling in to East Devon for work 79% do so by car, such commutes are mainly from Exeter, Mid Devon and Teignbridge. The average distance commuted to work by residents of East Devon rose from 16.7km in 2001 to 18km in 2011.

East Devon benefits from The Exeter and East Devon Growth Point, which is a dynamic public/private sector partnership which has been proactive in bringing forward and supporting a major growth programme centred on Exeter and extending in to the neighbouring District of East Devon. The partnership is between the local authorities of Exeter City Council, East Devon District Council, Devon County Council, Teignbridge District Council, and the Homes and Communities Agency, together with a wide range of partners from the private sector who are brought together through a board structure. The partnership has a shared delivery team, hosted by East Devon District Council, who acts as a central conduit for partners to go to. The remit of the delivery team is to address barriers to growth and to provide a mechanism for collaboration, knowledge and resource sharing.

There is a strong sense of community and democratic involvement in East Devon, with 71% of local residents satisfied with the way the Council runs things (Residents Survey 2014).

#### Key Issues for the District:

- The population of East Devon has an older age profile with the average age of its residents being 46.9 years (national average is 39.4 years). The 65+ age range looks set to grow more than any other over the next 10 years growing from 29.9% of the population in 2014 to 33.1% of the population in 2024. An aging population will have an impact on the provision of health care, housing requirements, the labour market and economic growth. The average household size in the district is 2.2 residents. Predominantly East Devon residents are from a white British background, with just 1.59% of the district's population coming from an ethnic background.
- It is important to consider what provisions need to be made in order to meet the demand of an ageing population by looking at employment trends. The proportion of the resident working age population who are in employment in East Devon is about average, with the area ranking in the top 40% of districts nationally. In East Devon, 72.6% of the resident working age population are in employment, compared with 76.1% in Exeter and 70.5% nationally. Currently the main types of employment are in the service industry which accounts for 85.7% of the employment in East Devon with a large section of this being in the retail, hospitality and health sectors all of which are predominantly lower paid sectors.
- Continued diverse development in the district is essential in order to attract a labour market which will fulfil the future demands of the district and provide quality job opportunities particularly for the young people of East Devon

- In the community of Cranbrook, we can already see the much younger demographic profile. To reflect the higher proportion of the town's population being of working age, the requirement for new jobs which are well paid and less reliant on traditional sectors will be vital to support this thriving community. Elsewhere in the district, we will support opportunities to encourage new and diverse business and jobs growth alongside traditional sectors.

### East Devon at a glance

|                                              |                         |
|----------------------------------------------|-------------------------|
| <b>Area</b>                                  | 823,732 m <sup>2</sup>  |
| <b>Population (2011)</b>                     | 132,457                 |
| <b>Population density</b>                    | 1.6 persons per hectare |
| <b>No. of households</b>                     | 60,208                  |
| <b>Average household size (2011)</b>         | 2.2 residents           |
| <b>Life expectancy</b>                       | 82                      |
| <b>No. of dwellings</b>                      | 63,881                  |
| <b>Mean age of population</b>                | 46.9 years              |
| <b>Proportion economically active (2012)</b> | 76%                     |
| <b>Average household income (2011)</b>       | £24,200                 |
| <b>Unemployment (2012)</b>                   | 1.6%                    |
| <b>Electoral turnout</b>                     | 71.7%                   |



## Ratio of Electors to Councillors: current and projected

| Ward                           | Voter (18 Plus) Population at June 2015 | No. Councillors | Elector Ratio | Council Tax Banded Dwellings by ward at 1 July 2015 | Voters (18 plus) Per Dwg At June/July 2015 | Projected Increase in Dwelling Stock to June 2022 | Increase in Voter (18 Plus) Population to June 2022 | % of Total Increase | Projected Voter (18 Plus) Population at June 2022 | % Increase in Voting Age Population from 2015 to 2022 | Projected Elector Ratio |
|--------------------------------|-----------------------------------------|-----------------|---------------|-----------------------------------------------------|--------------------------------------------|---------------------------------------------------|-----------------------------------------------------|---------------------|---------------------------------------------------|-------------------------------------------------------|-------------------------|
| Axminster Rural                | 2,090                                   | 1               | 2,090         | 1,225                                               | 1.71                                       | 404                                               | 688                                                 | 5.48%               | 2,778                                             | 32.94%                                                | 2778                    |
| Axminster Town                 | 3,584                                   | 2               | 1,792         | 2,516                                               | 1.42                                       | 434                                               | 618                                                 | 4.92%               | 4,202                                             | 17.23%                                                | 2101                    |
| Beer and Branscombe            | 1,514                                   | 1               | 1,514         | 1,126                                               | 1.34                                       | 17                                                | 23                                                  | 0.18%               | 1,537                                             | 1.51%                                                 | 1537                    |
| Broadclyst                     | 5,312                                   | 2               | 2,656         | 3,211                                               | 1.65                                       | 3,753                                             | 6,209                                               | 49.42%              | 11,521                                            | 116.88%                                               | 5761                    |
| Budleigh                       | 4,995                                   | 3               | 1,665         | 3,276                                               | 1.52                                       | 83                                                | 127                                                 | 1.01%               | 5,122                                             | 2.53%                                                 | 1707                    |
| Clyst Valley                   | 1,924                                   | 1               | 1,924         | 1,042                                               | 1.85                                       | 248                                               | 458                                                 | 3.64%               | 2,382                                             | 23.80%                                                | 2382                    |
| Coly Valley                    | 3,783                                   | 2               | 1,892         | 2,210                                               | 1.71                                       | 28                                                | 48                                                  | 0.38%               | 3,831                                             | 1.27%                                                 | 1916                    |
| Dunkeswell                     | 1,663                                   | 1               | 1,663         | 998                                                 | 1.67                                       | 11                                                | 18                                                  | 0.15%               | 1,681                                             | 1.10%                                                 | 1681                    |
| Exe Valley                     | 1,577                                   | 1               | 1,577         | 933                                                 | 1.69                                       | 1                                                 | 2                                                   | 0.01%               | 1,579                                             | 0.11%                                                 | 1579                    |
| Exmouth Brixington             | 5,042                                   | 3               | 1,681         | 2,791                                               | 1.81                                       | 133                                               | 240                                                 | 1.91%               | 5,282                                             | 4.75%                                                 | 1761                    |
| Exmouth Halsdon                | 5,280                                   | 3               | 1,760         | 3,100                                               | 1.7                                        | 52                                                | 88                                                  | 0.70%               | 5,368                                             | 1.66%                                                 | 1789                    |
| Exmouth Littleham              | 5,816                                   | 3               | 1,939         | 3,729                                               | 1.56                                       | 326                                               | 508                                                 | 4.04%               | 6,324                                             | 8.73%                                                 | 2108                    |
| Exmouth Town                   | 4,716                                   | 3               | 1,572         | 3,890                                               | 1.21                                       | 52                                                | 63                                                  | 0.50%               | 4,779                                             | 1.33%                                                 | 1593                    |
| Exmouth Withycombe Raleigh     | 5,377                                   | 3               | 1,792         | 3,181                                               | 1.69                                       | 104                                               | 175                                                 | 1.39%               | 5,552                                             | 3.26%                                                 | 1851                    |
| Feniton and Buckerell          | 1,810                                   | 1               | 1,810         | 1,021                                               | 1.77                                       | 226                                               | 401                                                 | 3.19%               | 2,211                                             | 22.14%                                                | 2211                    |
| Honiton St Michael's           | 5,244                                   | 3               | 1,748         | 3,297                                               | 1.59                                       | 49                                                | 77                                                  | 0.61%               | 5,321                                             | 1.47%                                                 | 1774                    |
| Honiton St Paul's              | 3,761                                   | 2               | 1,881         | 2,342                                               | 1.61                                       | 199                                               | 319                                                 | 2.54%               | 4,080                                             | 8.48%                                                 | 2040                    |
| Newbridges                     | 1,994                                   | 1               | 1,994         | 1,135                                               | 1.76                                       | 25                                                | 44                                                  | 0.35%               | 2,038                                             | 2.20%                                                 | 2038                    |
| Newton Poppleford and Harpford | 1,743                                   | 1               | 1,743         | 1,007                                               | 1.73                                       | 51                                                | 88                                                  | 0.70%               | 1,831                                             | 5.06%                                                 | 1831                    |

| Ward                  | Voter (18 Plus) Population at June 2015 | No. Councillors | Elector Ratio | Council Tax Banded Dwellings by ward at 1 July 2015 | Voters (18 plus) Per Dwg At June/July 2015 | Projected Increase in Dwelling Stock to June 2022 | Increase in Voter (18 Plus) Population to June 2022 | % of Total Increase | Projected Voter (18 Plus) Population at June 2022 | % Increase in Voting Age Population from 2015 to 2022 | Projected Elector Ratio |
|-----------------------|-----------------------------------------|-----------------|---------------|-----------------------------------------------------|--------------------------------------------|---------------------------------------------------|-----------------------------------------------------|---------------------|---------------------------------------------------|-------------------------------------------------------|-------------------------|
| Otterhead             | 1,787                                   | 1               | 1,787         | 1,004                                               | 1.78                                       | 0                                                 | 0                                                   | 0.00%               | 1,787                                             | 0.00%                                                 | 1787                    |
| Ottery St Mary Rural  | 3,439                                   | 2               | 1,720         | 1,803                                               | 1.91                                       | 78                                                | 149                                                 | 1.18%               | 3,588                                             | 4.33%                                                 | 1794                    |
| Ottery St Mary Town   | 3,872                                   | 2               | 1,936         | 2,286                                               | 1.69                                       | 491                                               | 832                                                 | 6.62%               | 4,704                                             | 21.48%                                                | 2352                    |
| Raleigh               | 1,665                                   | 1               | 1,665         | 965                                                 | 1.73                                       | 5                                                 | 9                                                   | 0.07%               | 1,674                                             | 0.52%                                                 | 1674                    |
| Seaton                | 5,998                                   | 3               | 1,999         | 4,094                                               | 1.47                                       | 437                                               | 640                                                 | 5.10%               | 6,638                                             | 10.67%                                                | 2213                    |
| Sidmouth Rural        | 1,903                                   | 1               | 1,903         | 1,252                                               | 1.52                                       | 22                                                | 34                                                  | 0.27%               | 1,937                                             | 1.77%                                                 | 1937                    |
| Sidmouth Sidford      | 5,382                                   | 3               | 1,794         | 3,206                                               | 1.68                                       | 62                                                | 105                                                 | 0.83%               | 5,487                                             | 1.95%                                                 | 1829                    |
| Sidmouth Town         | 4,562                                   | 3               | 1,521         | 3,245                                               | 1.41                                       | 147                                               | 207                                                 | 1.65%               | 4,769                                             | 4.54%                                                 | 1590                    |
| Tale Vale             | 1,967                                   | 1               | 1,967         | 1,044                                               | 1.88                                       | 8                                                 | 15                                                  | 0.12%               | 1,982                                             | 0.77%                                                 | 1982                    |
| Trinity               | 2,064                                   | 1               | 2,064         | 1,249                                               | 1.65                                       | 5                                                 | 8                                                   | 0.07%               | 2,072                                             | 0.40%                                                 | 2072                    |
| Whimble               | 1,906                                   | 1               | 1,906         | 1,016                                               | 1.88                                       | 7                                                 | 13                                                  | 0.10%               | 1,919                                             | 0.69%                                                 | 1919                    |
| Woodbury and Lypstone | 3,505                                   | 2               | 1,753         | 2,034                                               | 1.72                                       | 198                                               | 341                                                 | 2.72%               | 3,846                                             | 9.73%                                                 | 1923                    |
| Yarty                 | 1,952                                   | 1               | 1,952         | 1,122                                               | 1.74                                       | 11                                                | 19                                                  | 0.15%               | 1,971                                             | 0.98%                                                 | 1971                    |
| <b>Total</b>          | <b>107,227</b>                          | <b>59</b>       | <b>1,817</b>  | <b>66,350</b>                                       |                                            | <b>8,709</b>                                      | <b>12,563</b>                                       | <b>100%</b>         | <b>119,790</b>                                    | <b>11.72%</b>                                         | <b>2030</b>             |

## COUNCIL PRIORITIES 2016-2020: Focus on 4 key areas:

- Encouraging communities to be outstanding
- Developing an outstanding local economy
- Delivering and promoting our outstanding environment
- Continuously improving to be an outstanding council

### Priority one - Encouraging communities to be outstanding

As well as delivering our day to day services, our focus is on achieving the following successful outcomes:

- Balanced communities for a sustainable future.
- Services which are targeted to those who need them most, providing equality of opportunity and access to our services.
- Communities that come together to solve local problems in a sustainable way, by participating, working together and helping themselves for example through Neighbourhood Plans.
- More good quality, local homes for local people.
- Improved health and well being of people living in our communities through sport, exercise and making the most of the outdoors and through a variety of cultural and leisure activities.
- Healthy communities, with reduced preventable ill health through public health interventions.

Some of our recent achievements include; delivering our highest ever number of local homes for local people in one year totalling 388, across the district, we are managing record numbers of planning applications totalling 1221 in 2014/15 and we have maintained a Local Welfare Support Scheme which provides funding for local food banks and individuals who are vulnerable.

Over the next 4 years we will take the following actions to deliver these outcomes successfully:

- Deliver the Local Plan to meet the district's aspirations and needs in terms of the different housing people need and land for employment.
- Deliver quality green space and wildlife habitats alongside new development.
- When development happens, ensure that the natural environment and historic buildings are protected from inappropriate development.
- Deliver the right infrastructure through the Community Infrastructure Levy to ensure that new developments and communities have all the facilities they need.

- Ensure that Council homes are well maintained and managed effectively with high tenant satisfaction.
- Review our Business Plan for Council homes to maintain a viable level of income and expenditure following changes in government policy to ensure that we continue to achieve a high level of tenant satisfaction.
- Implement the actions and commitments in our Public Health Plan.
- Extend our range of community development activities to work with people of all ages, focusing particularly on the issues of health and wellbeing, worklessness and financial and digital inclusion.
- Ensure that the activities which require it are appropriate licensed.
- Extending the housing options service and reducing numbers on the housing register.
- Return empty homes to beneficial use.
- Protect and improve the health and wellbeing of our communities through transparent and proportionate enforcement of Environmental Health legislation.

## Priority two - Developing an outstanding local economy

As well as delivering our day to day services, our focus is on achieving the following successful outcomes:

- An economy which attracts inward investment.
- An economy which stimulates start ups and new businesses as well as supports existing businesses to grow to bring better paid jobs and increased wealth into East Devon.
- Generation of new income streams (reducing our dependence on council tax and government funding) adopting an approach which continues to weigh and balance commercial interests with community benefit and value.
- Greater investment and economic growth into East Devon through strategic working with neighbouring authorities and other agencies.
- Promotion of East Devon and the wider region to create value and enjoyment of the area.

Some of our recent achievements include; working with partners to secure over £10m of Growth Deal and Regional Growth Fund monies to invest in the Science Park Centre and infrastructure, which has in turn helped to secure the circa £100m investment from the Met Office in its next super computer which is due for completion in 2016 we have also been committed to regeneration projects in Seaton and Exmouth are well underway including the building of a new Hotel in Exmouth and Seaton Jurassic Centre.

Over the next 4 years we will take the following actions to deliver these outcomes successfully:

- Increase income from existing assets either directly or through local partnerships.
- Identify and bring forward a pipeline of regeneration and development projects across the lifetime of the Council Plan to deliver benefits through regeneration and/or capital receipts.
- Actively seek external funding and explore alternative delivery mechanisms for a series of priority regeneration and development projects.
- Create opportunities through partnership and the planning process and by acting as a facilitator to bring about further development on strategic employment sites to attract new jobs into the district.
- Work in partnership with and gain the positive support of Town Councils and local partners to identify and deliver new opportunities for regeneration.
- Implement the serviced workspace study recommendations and initiate site specific detailed reviews and business cases to seek investment and funding.
- Continue to support the growth of the Greater Exeter's economy through promoting employment sites identified in our Local Plan.
- Deliver projects to help create the conditions for local economic growth in partnership with neighbouring authorities where shared objectives exist and improved efficiencies evidenced.
- Work with Exeter and Heart of Devon (EHOD) partner economic development teams to produce a joint economic development strategy which prioritises inward investment.
- Secure new job opportunities in conjunction with development arising from the Local Plan for local residents (both young and disadvantaged in the labour market).
- Deliver our target to pay businesses within 10 working days and through our Procurement Strategy encourage local business to do business with the Council.
- Work closely with our rural, coastal and market town economies to encourage business resilience and growth.

### **Priority three - Delivering and promoting our outstanding environment**

As well as delivering our day to day services, our focus is on achieving the following successful outcomes:

- Protection and enhancement of our natural and built environment.
- Abundant leisure opportunities and quality open spaces.
- Controlling pollution of the air, land and water via education and appropriate enforcement of environmental legislation.
- Further reductions in the waste that East Devon produces.

Some of our recent achievements include; achieving two Green Flag awards for outstanding parks, having a recycling rate of 44% which is continuously improving, particularly in the areas where we are carrying out extended recycling trials, delivering anew Country Park in Cranbrook.

Over the next 4 years we will take the following actions to deliver these outcomes successfully:

- Enter into a new innovative recycling and waste collection contract extending the options for recycling and reducing waste that is incinerated or land filled.
- Use the consultation feedback from the trials to roll out this recycling and waste service across the district.
- Adopt a Green Space Strategy, the purpose of which is to value and help protect our natural environment.
- Progress the actions and priorities set out in the Playing Pitch Strategy to deliver sufficient and flexible, good quality playing pitches.
- Adopt Beach Management Plans for our beaches working closely with Town Councils; manage the risk of coastal erosion and flooding.
- Expand our Countryside offer with a diverse range of events and activities on our green and open spaces.
- Deliver high quality green infrastructure as part of new developments as a minimum in accordance with policy requirements.
- Implement a programme of fuel efficiency measures for Council properties.
- Monitor and where it is possible to do so, improve the quality of private water supplies, bathing water and the air we breathe.
- Explore opportunities for securing a Blue Flag for the beaches in East Devon.

## **Priority four - Continuously improving to be an outstanding council**

As well as delivering our day to day services, our focus is on achieving the following successful outcomes:

- A culture that promotes continuous improvement, innovation, commercial thinking and new ways of working.
- Improved digital services giving customers the opportunity to self serve where they want to.
- Services which are as good as they can be using systems thinking principles.
- Skilled, motivated and engaged workforce.
- Helpful policies and the right technology to support our new ways of working (WorkSmart).
- A Council that prioritises keeping our residents informed.

Some of our recent achievements include; our Licensing Service maintaining their Customer Service Excellence accreditation through 2014/15, providing 7 apprenticeships within the council to help provide opportunities to local young people and demonstrate the value of apprentices to other businesses.

Over the next 4 years we will take the following actions to deliver these outcomes successfully:

- Implement the approved Strata Business Plan (a wholly owned ICT company by East Devon, Exeter City and Teignbridge Councils) in order to deliver savings, reduce risks and improve capability for IT enabled change.
- Relocate to Honiton and Exmouth Town Hall and establish surgeries where necessary to meet identified demand for particular services.
- Continue to develop self service capability of our website so that customers can access services online if they wish to.
- Implement the technologies needed to support our new ways of working.
- Improve procurement and continue to identify opportunities to save money across Teignbridge, East Devon and Exeter City Council as well as through established frameworks nationally.
- Retain our Investor in People Award following reassessment.
- Increase membership of our corporate digital magazine.

## GOVERNANCE AND DECISION MAKING

The Council is composed of 59 Councillors elected every four years. Councillors have to agree to follow a code of conduct to ensure high standards in the way they undertake their duties.

All Councillors meet together as the Council. Meetings of the Council are normally open to the public. Here Councillors decide the Council's overall policies and set the budget each year. The Council elects the Leader of the Council. The Leader appoints the Deputy Leader and other members of the Cabinet. Council appoints the membership of other committees. The Council has ultimate responsibility for reviewing performance of the Cabinet and other committees and may question the decisions made by them.

### How decisions are made

The Council is the primary body in respect of setting out overall policies and budgeting and is responsible for ensuring performance review of the Cabinet and other Committees. The Cabinet is the part of the Council that is responsible for operational decisions. Currently, the Cabinet is made up of the Leader of the Council and 9 other Councillors.

When major decisions are to be discussed or made, these are published in a Forward Plan (in so far as they can be anticipated). Meetings of the Cabinet are open to the public except where personal or confidential matters are being discussed.

The Cabinet has to make decisions that are in line with the Council's overall policies and budget. If it wishes to make a decision that is outside the budget or policy framework, this must be referred to the Council as a whole to decide.

Council is the policy making body from which the policy framework will be established. Council has responsibility for ensuring that the correct structures are in place for the effective implementation and delivery of its services. Once the structures are agreed and appointments made, the Cabinet (acting by itself and through the officers) is delegated the responsibility of policy implementation and effective service delivery. The election of the Leader and removing him/her from office, will be the responsibility of Council. The Leader appoints the Deputy Leader and Cabinet. Council appoints all other committees.

Each year the Council will appoint a Chairman who may not then be a Member of the Cabinet. The Council shall normally meet six times a year unless a need is identified for any additional meetings.

### Summary of Council Bodies

| Meeting                                                        | Number of Councillors |
|----------------------------------------------------------------|-----------------------|
| Council                                                        | All 59 members        |
| Overview Committee                                             | 11                    |
| Scrutiny Committee                                             | 15                    |
| Housing Review Board (Housing Overview and Scrutiny Committee) | 5                     |
| Licensing and Enforcement Committee                            | 15                    |
| Interviewing (Chief Officers) Committee                        | 7                     |
| Standards Committee                                            | 5                     |
| Strategic Planning Committee                                   | 15                    |
| Development Management Committee                               | 16                    |
| Cabinet                                                        | 10                    |
| Audit and Governance Committee                                 | 8                     |
| Employment Appeals Committee                                   | 7                     |



Only the Council will exercise the following functions:

- a) adopting and changing the Constitution;
- b) approving or adopting the policy framework, the budget and any application to the Secretary of State in respect of any Housing Land Transfer;
- c) subject to the urgency procedure, making decisions about any matter in the discharge of an executive function that is covered by the policy framework or the budget where the decision maker is minded to make it in a manner which would be contrary to the policy framework or contrary to the budget;
- d) electing the Leader and removing him/her from office, appointing Think Tanks, and other Committees and the Chairmen and Vice Chairmen of those Committees with the exception that the Leader appoints Cabinet and the Housing Review Board shall appoint its Vice Chairman;
- e) agreeing and/or amending the terms of reference for Think Tanks and committees, deciding on their composition and making appointments to them;
- f) appointing representatives to outside bodies unless the appointment is made by the Cabinet or has been delegated by the Council;
- g) adopting an allowances scheme under Article 2.05;
- h) changing the name of the area or a parish and conferring the title of honorary alderman
- i) confirming the appointment of the Head of Paid Service, and Chief Officers
- j) making, amending, revoking, re-enacting or adopting bylaws and promoting or opposing the making of local legislation or personal Bills;
- k) expressing its views to the Cabinet before the Cabinet resolve to make a compulsory purchase order
- l) all local choice functions which the Council decides should be undertaken by itself rather than the Cabinet;
- m) receiving the annual out-turn report on treasury management activities;
- n) functions relating to elections that are not carried out by the Chief Executive or other delegated officer;
- o) power to resolve not to issue a casino premises licence
- p) all other matters which, by law, must be reserved to Council.

## Performance Reporting

Performance of each service area is monitored on a monthly, quarterly and annual basis through reporting and is measured by Performance Indicators and Key Service Objectives. These reports are then presented to the relevant committee, noting the highs and lows in service performance.

## Council meetings

There are three types of Council meeting:

- a) the annual meeting;
- b) ordinary meetings;
- c) extraordinary meetings.

These will be conducted in accordance with the Council Procedure Rules

## Overview Committee

**Membership:** The Overview Committee shall have a membership of 11 Councillors (subject to the rules relating to political balance/proportionality). Quorum shall be 5. The Chairman of the Committee shall be a Councillor from the majority party.

**Meetings:** 4 times per year (or more frequently as appropriate)

The role of this Committee is to develop new and review existing policy (other than those falling within the remit of the Strategic Planning Committee) and evaluate its implementation. The committee shall also review service delivery options following consultation exercises and consider formative policy proposals.

The Committee shall have the following powers:

- a) To assist Council and the Cabinet in the development of the budget and overall policy framework and to make proposals to the Cabinet for new or amended policies
- b) To receive reports (including any report from the Scrutiny Committee) on the effectiveness of policy implementation and to make further recommendations to Council and / or Cabinet as appropriate
- c) to make reports or recommendations to Council and/or any other Council committee or sub-committee or any joint committee or sub-committee on which the local authority is represented with respect to the discharge of any functions of the authority or on matters which affect the authority's area or the inhabitants of that area
- d) To comment upon and make recommendations to the Cabinet on external reports and consultation papers
- e) Delegated budgetary powers in order to procure specialist information services designed to supplement resources ordinarily available to the Committees.

## Scrutiny Committee

**Membership:** The Scrutiny Committee shall have a membership of 15 Councillors (subject to the rules relating to political balance/proportionality). Quorum of 5. The Chairman shall be a Councillor from the largest opposition party or group but in the event that no Councillor is proposed by the opposition then the Leader shall retain the right to nominate the Chairman.

**Meetings:** 10 times per year (or more frequently as appropriate)

The role of this Committee is to evaluate the effectiveness of service delivery and to scrutinise where and when appropriate. The Committee will also monitor the delivery of the Council Plan. The Committee will also develop strong links with partner agencies and act as the Crime and Disorder Committee for the purposes of section 19 of the Police and Justice Act 2006

The Committee shall have the following powers:

- a) To make reports or recommendations to Council and/or any other Council committee or sub-committee or any joint committee or sub-committee on which the local authority is represented with respect to the discharge of any functions of the authority or on matters which affect the authority's area or the inhabitants of that area
- b) To scrutinise policy decisions and the draft budget to ensure compliance with approved policy objectives and report to Council as appropriate.
- c) To review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions of the authority. Where review or scrutiny takes place of a decision made but not yet implemented, the Committee's powers include the ability to recommend the decision be reconsidered by the person or body that made it or to arrange for Council to carry out the review or scrutiny function.
- d) To review the performance of the Cabinet against relevant performance plans and to report to Council as appropriate.
- e) To comment upon and make recommendations to the Cabinet on external reports and consultation papers.
- f) Delegated budgetary powers in order to procure specialist information services designed to supplement resources ordinarily available to the Committees.

## **Housing Review Board (Housing Overview and Scrutiny Committee)**

Role and purpose:

The Housing Review Board is one of the Overview and Scrutiny Committees and will consider matters relating to the Council's landlord and housing management functions. The Board will advise the Council's Cabinet on housing policy and operational practice, where this affects the Council's tenants and leaseholders.

The Board will keep under review the housing stock options appraisal and monitor the conditions which will influence the future arrangements for the ownership and management of the Council's housing stock.

Form and composition:

The Housing Review Board will consist of 5 Council Member representatives; 5 tenant and leaseholder representatives; and 2 independent community representatives. The non-councillor members will be co-opted members and shall have the right to vote.

Council officers and others, where appropriate, will support the work of the Board.

The Board will meet at least 5 times a year.

Council shall appoint the Chairman. The Board will elect its own vice chairman. Council Members and co-opted members on the Board will be appointed at the annual Council meeting.

Tenant and leaseholder representatives on the Board will initially be selected by elections (unless there is no need because the number of candidates equals the number of places) and serve a four year term. Should a vacancy occur during the four year term, the unsuccessful candidate who received most votes in the last election will normally be offered the appointment. All tenant and leaseholder appointments are subject to Council approval.

Normally non-councillor Board members will serve for a maximum of eight years, subject to annual reappointment by the Council, with the objective that every four years one quarter of the non-councillor members will stand down.

## Licensing and Enforcement Committee

Membership: 15 Members of Council

Meetings: 4 times per year (or more frequently as appropriate)

Terms of Reference:

The licensing and enforcement functions of the Council relating to:

- (a) Hackney carriage and private hire vehicles, gaming, entertainment, food and miscellaneous licensing, health and safety and certain deposits on highways as set out in Sections B, C and I(5) of Schedule 1 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000;
- (b) Licensing and enforcement functions relating to the Licensing Act 2003
- (c) Contaminated land, control of pollution and the management of air quality as set out in Schedule 2 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000;
- (d) Licensing and enforcement functions relating to the Gambling Act 2005 with the exception of a resolution not to issue a Casino licence and the approval of the licensing policy for gambling ( functions of Council)

In particular the Committee will consider and determine:

1. Applications relating to licences, permits, approvals, orders, consents or similar authorisations, under the above provisions where the relevant officer considers that the matter merits the Committee's attention or is otherwise outside the scheme of delegation to officers.
2. Whether or not the holder of a licence etc, is a fit and proper person to continue to benefit from the grant of the licence etc.
3. Amendments to the hackney carriage fare tariff.
4. The introduction of or amendments to, licence conditions, byelaws, orders, consents, approvals, permits or other similar authorisations.

5. The institution of prosecution proceedings or other enforcement action where the relevant officer considers the matter merits the Committee's attention.

### **Licensing Sub-Committee**

The sub-committee will be chaired by the Chairman or Vice-Chairman of the Licensing and Enforcement Committee (if present). It will sit as and when required with councillors drawn from the Licensing and Enforcement Committee. Otherwise the sub-committee will elect their Chairman for the hearing on the day.

Each sub-committee will comprise 3 members with a quorum of 2.

1. To determine all licensing applications where a hearing or committee approval is required and any related function in accordance with the Licensing Act 2003 or Gambling Act 2005 and regulations made there under.
2. To carry out any other licensing function already delegated to the Licensing and Enforcement Committee.

### **Interviewing (Chief Officers) Committee**

Membership: 7 Councillors

To make the appointments of the Chief Executive and Chief Officers to the Council (including temporary appointments) when vacancies arise in these posts and to take such other action as it deems necessary leading up to the making of those appointments.

### **Standards Committee**

Membership: 9 (Chairman of Council and 4 District councillors, 2 non voting Parish Councillor representatives and 2 non voting independent members)

Meetings: 4 times per year (or more frequently as appropriate)

The Role:

All elected Members (and any co-opted members) are subject to the Code of Conduct for Councillors.

The Standards Committee is subject to the procedural rules of the Local Government Act 1972 and shall be politically balanced unless full Council votes to the contrary unanimously. In addition the Standards Committee will:

- a) Advise on the discretionary elements of the Local Code; including monitoring and updating.
- b) Advise on the implementation of the Local Code, including the training of Members in matters of conduct and advice to Members on such issues as the treatment of Disclosable Pecuniary Interests and personal interests and more general conduct issues.
- c) To the extent allowed by law make arrangements for Members to receive dispensations to speak on, or participate in, matters in which they have interests.
- d) Appoint such Sub Committees (including Membership thereof) as appropriate to discharge the functions.

The Committee will support and be supported by the Council's Monitoring Officer, reinforcing his/her informal role of helping to maintain standards of conduct by encouragement, advice and persuasion.

Council will appoint an Independent Person and a reserve Independent Person to discharge the relevant functions under the Localism Act 2011 and the Council's internal procedures.

The Independent Members and Parish Members are not entitled to vote at meetings.

The Council will appoint members of the Standards Committee at its annual meeting.

The Chairman of the Council shall be chairman.

The Committee will report directly to the Council. The reports to Council shall be under the name of the Chairman. The Committee shall receive guidance from the Monitoring Officer or her Deputy.

The Committee may make recommendations to the Council on changes to the Code of Conduct, procedure, or guidelines relating to the conduct of Members.

## Hearings Sub Committee

The membership of the sub committees shall be 3 East Devon District Councillors drawn as necessary from the Standards Committee and one non-voting independent Member and one non-voting Parish Council Member.

Quorum 3 District Councillors

Roles:

The Hearings Sub Committee will consider investigation reports referred to the sub-committee by the Monitoring Officer concerning complaints of breaches of the Code by District councillors or Parish councillors within East Devon.

## Strategic Planning Committee

Membership: 15 councillors comprising of:

Portfolio Holder for Strategic Development and Partnerships

Portfolio Holder for Economy

Portfolio Holder for Sustainable Homes and Communities

Chairman and Vice Chairman of the Overview Committee

Chairman and Vice Chairman of the Development Management Committee

One further Councillor from each of the Overview Committee and Development Management Committee, and

6 further Councillors to ensure political balance/proportionality (and who must not be from the Cabinet).

Quorum of 5. The Chairman shall be Portfolio Holder for Strategic Development and Partnerships. The Vice Chairman shall be the Chairman of the Overview Committee.

Meetings: 4 times per year (or more frequently as appropriate)

Roles:

To consider and recommend the Local Development Scheme, Statement of Community Involvement and Annual Monitoring Report to Council

To consider and recommend Development Plan Documents to Council for submission for examination and subsequent adoption

To consider and recommend any Local Development Documents (including Supplementary Planning Documents) which are not Development Plan Documents to Cabinet for adoption

To authorise public consultations with regard to planning policy documentation including Development Plan Documents and Supplementary Planning Documents

To consider (when appropriate) and advise Cabinet on Neighbourhood Planning matters

To consider and adopt any planning policy related document (including evidence and strategy documentation) that is not a Local Development Document

To receive reports on planning policy related matters including 5 year land supply, consultations from government, neighbouring authorities and Devon County Council on their planning policies and to approve the Council's response where appropriate

To consider and advise Council on matters relating to the Community Infrastructure Levy

To provide advice to the Development Management Committee on the interpretation of the policies of the Development Plan if requested to do so by either officers or the Development Management Committee.

To designate conservation areas and to agree extensions and alterations to the boundaries of conservation areas

[Cabinet will receive, for consultation purposes, the Local Development Scheme, Statement of Community Involvement and Annual Monitoring Report. Recommendations concerning Supplementary Planning Guidance (and other Local Development Documents which are not Development Plan Documents) shall be made to Cabinet since under regulations dealing with Local Choice functions this must be a function of Cabinet]

## **Development Management Committee**

Membership: The Chairman and Vice Chairman shall not be from the same Ward. Membership 16 councillors.

Quorum 4

Roles:

To exercise on behalf of the Council powers and duties within existing policies and practices as a District Planning Authority (except such matters as are specifically referred to another Committee of the Council) including the following:

- Development Management decisions
- Applications for Advertisement Consent (under the Town and Country Planning (Control of Advertisements) Regulations)
- Tree Preservation Orders
- Building Preservation Notices
- Enforcement Notices
- Building Control



- Temporary Markets (powers under S.37 of the Local Government Misc. Provisions Act 1982)
- Street Naming
- Tree Preservation Orders
- Where necessary / appropriate to carry out site inspections before determining a matter
- Remove permitted development rights through Article 4 Directions; Revocation and modification notices, Building Preservation notices and undertake other functions under the Town and Country Planning Acts which are not carried out by officers of the Council or which are not specified as being within the remit of the Strategic Planning Committee.

**NOTE:** Where the Cabinet proposes carrying out development on the Council's own land which requires planning permission the Cabinet shall submit its proposals to the Development Management Committee for decision.

The Development Management Committee having carried out the appropriate consultation through the Service Lead – Planning Strategy & Development Management shall then, if it is so minded, grant permission unconditionally or subject to such conditions as may be thought fit.

If after due consideration the Development Management Committee is not minded to grant planning permission then the matter shall be referred to Council for the Council itself to make a final decision.

## Audit and Governance Committee

Membership: 8 Councillors

Statement of Purpose:

The purpose of the Audit and Governance Committee is to provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the authority's financial and non-financial performance to the extent it affects the authority's exposure to risk and weakens the control environment, and to oversee the financial reporting process.

Terms of reference:

- Consider the effectiveness of the authority's risk management arrangements, the control environment and associated anti-fraud and anti-corruption arrangements.
- Seek assurance that action is being taken on risk related issues identified by auditors and inspectors.
- Be satisfied that the authority's assurance statements, including the Statement of Internal Control, properly reflect the risk environment and any actions required to improve it.
- Following review of the effectiveness of the system of internal control, approval of the annual governance statement
- Approve internal audit's strategy, annual work plan and monitor performance.
- Review a summary of internal audit reports and the main issues arising, and seek assurance that action has been taken where necessary.
- Receive the annual report of internal audit and review the effectiveness of internal audit..

- Consider those reports of external audit and inspection agencies not the province of the Cabinet in addition to those referred to it by the Cabinet.
- The monitoring of the use of the Regulation of Investigatory Powers Act.
- Ensure that there are effective relationships between external and internal audit, inspection agencies and other relevant bodies, and that the value of the audit process is actively promoted.
- Review the external auditor's opinion and reports to Members, and monitor management action in response to issues raised by external audit.
- Approving the Council's annual statement of accounts, income and expenditure and balance sheet or record of receipts and payments.
- To receive any issue referred to it by the Chief Executive, Monitoring Officer, Strategic Lead (Finance), or any Council body.

## Employment Appeals Committee

Membership: 7 Councillors, of which 3 shall sit to hear each appeal

To determine appeals from the Senior Management Team against disciplinary sanctions, including suspension, relegation or dismissal.

## Cabinet

Constitution: Up to 10 Members of Council including the Leader and Deputy Leader, as may be appointed by the Leader

Meetings: 11 times per year (or more frequently as appropriate)

The Cabinet will be the executive arm of the Council with the authority to action policies within the plans, strategies and budget approved by the Council.

All decisions and actions taken by the Cabinet or a Portfolio Holder shall comply with the relevant Procedure Rules. In particular all decisions taken by the Cabinet or a Portfolio Holder will be as a result of considering and debating a written report which shall contain a summary of the legal, financial and all other relevant implications arising from the proposed decision.

Subject to this the Cabinet has the power to take all decisions within its remit that are not already delegated to officers. Only the Cabinet acting collectively may take "key decisions". All other decisions may be taken by a Portfolio Holder subject to requirements.

The membership of Cabinet is not required to follow the rules of proportionality relating to political parties. The Leader of the Council, as elected by Council, shall chair the Cabinet meetings.

The Leader will appoint members of the Cabinet as Portfolio Holders, together with any deputies. The Leader will normally remain without portfolio. Currently three members of the Cabinet are not assigned a portfolio.

The Leader shall have the authority to change the responsibilities and numbers of Portfolio Holders.

If for any reason the Leader is unable to act or the office of leader is vacant, the Cabinet must act in the Leader's place or must arrange for a Member of the Cabinet to act in the Leader's place. Members of Cabinet remain in post until such time as the new Leader appoints a new Cabinet.

The Leader shall prepare the Forward Plan of key decisions to be made by the Cabinet. For the avoidance of doubt, any reference to partnerships contained below may not include legally binding partnerships.

#### Terms of Reference:

1. To exercise those functions that are not the responsibility of the Council, another Committee or an officer.
2. To provide effective strategic leadership to the Council.
3. To implement policies as determined by Council, and monitor service delivery.
4. To collectively determine key decisions.
5. To advise the Council on financial and economic policy and to recommend annually, as determined by statute, proposals for the Council Tax. To exercise overall responsibility for the proper administration of the Council's financial affairs under Section 151 of the Local Government Act 1972.
6. To maintain overall control of the accounts, approved budgets and consider virement requests in accordance with financial regulations.
7. To recommend the fees and charges relating to licences, registrations and all other matters.
8. To submit annually to the Council a Performance Plan, to monitor its effectiveness and to establish the Performance Assessment Framework within which the Council will operate.
9. To prepare, implement and monitor the Council's Code of Corporate Governance and to report annually on compliance with the Code.
10. To receive for consultation purposes the Local Development Scheme, Statement of Community Involvement and Annual Monitoring Report
11. To approve Supplementary Planning Documents
12. To consider reports from the Council's external auditors, ombudsman and other bodies and to take or propose appropriate action.
13. To prepare, or consider (new or amended policies) from the Overview and Scrutiny Committees for the consideration of Council.

14. To exercise the powers, and duties of the Council under all statutes, regulations, codes of practice (including those relating to health and safety) and conditions of service, relating to employment, retirements, redundancy and employee relations, except for the appointment of staff.
15. Subject to Council policy on staffing matters, to devise and develop overall employment policies, conditions of service, training and development plans.
16. To ensure adequate training and development for all elected Members.
17. To let contracts on behalf of the Council in accordance with Contract Standing Orders.
18. To oversee the Council's corporate accommodation and to ensure the provision of safe, well maintained premises to staff and public and to recommend the acquisition and disposal of such property.
19. To be responsible for the acquisition, management, maintenance and disposal and letting of all property of the Council and to consider the views of the Council before making a compulsory purchase order.
20. To be responsible for the review and implementation of the Council's Asset Management Plan and Capital Strategy.
21. To prepare and advise Council on proposed changes to Procedural Standing Orders, Financial Regulations, Contract Standing Orders, and delegations.
22. To take any decisions within these terms of reference that are urgent in nature and also to act on behalf of the Council in any cases where urgent decisions are required and such matters cannot conveniently be dealt with by the Council or by another appropriate committee or under the delegated powers of staff.
23. To advise the Council on proposals for emergency planning and to ensure an adequate response to incidents affecting the district.
24. To exercise general control over the information, public relations and publicity services of the Council.
25. To prepare, submit, implement and revise the Council's ICT Strategy
26. To respond on behalf of the Council to external reports and consultation papers.
27. To authorise exceptions to approved policies only where the particular merits of individual cases justify the exceptions being made.
28. To appoint a discretionary rate relief panel to determine applications for rate relief from charities and non profit making organisations in accordance with the provisions of the Local Government Act 1988.
29. To appoint appropriate Panels and Forums to assist or advise the Cabinet in carrying out its functions.

30. To appoint or nominate persons to outside organisations which relate to housing, leisure, environmental health, community safety and other functions of the Cabinet.

### **Panels, Forums, Joint Bodies and Outside Bodies**

In addition to the Council's main committees, Members may also be formally appointed to sit on panels, forums and joint bodies. The Council currently appoints 97 positions on 26 panels, forums and joint bodies. A full list of appointments to panels, forums and joint bodies can be found in Appendix 4.

Members may also be nominated to carry out a wider representative role on behalf of the Council on outside organisations. The Council currently formally appoints 27 positions on 20 different outside bodies\*. A full list of outside bodies to which the Council nominates Members can be found in Appendix 5. Council representatives formally appointed to outside bodies will engage with the relevant Portfolio Holder to ensure information is both fed back, and fed into, each outside body, panel and forum that meets the criteria for formal appointment.

The frequency with which the panels, forums, joint bodies and outside bodies meet and the time commitment required from their Members is diverse.

\* Formal appointment of councillor representatives to outside bodies is only made where the outside body meets one or more criteria (see Appendix 5).

## Councillor Roles and Demands on Time

Specific and role descriptions for Councillors can be seen in [Appendix 1](#).

Once elected, Councillors are provided with formal training. Training sessions are also provided to returning councillors and returning councillors may attend initial training sessions as a refresher. The timetable of the latest Councillor welcome/refresher programme, from 2015, can be seen in [Appendix 2](#).

On average, East Devon District Council Councillors attended 10.4 meetings, as a member of a particular committee. Councillors also attended on average a further 5.5 meetings to contribute and observe. This sample was taken from 1 June to end November 2015.

A survey was issued to all councillors in October 2015 and a total period of 3 weeks was provided for Council members to respond. A total of 28 councillors (47%) responded to the survey so it is considered to be reasonably representative.

A summary of demands on time can be seen below and full results of the survey are visible in [Appendix 3](#). The main conclusions from the survey are as follows:

- a) The majority of councillors who responded consider that the appropriate size for EDDC is 56 to 60 councillors
- b) Broadly speaking, councillors spend 3 to 5 hours per week in formal council meetings; and 1 to 3 hours per week in each of the following activities: preparing for meetings; travelling on related councillor business; dealing with case work; non-formal meetings; and also community obligations.
- c) Since becoming a councillor the majority consider that the workload has increased. This is ascribed to attending more meetings; being contacted by more constituents; more complex issues being raised; and social media expectations in terms of quicker responses.
- d) Councillors are satisfied with the level of support they get but would like better ICT.
- e) Contact with constituents is equally via telephone, e-mail, face to face, community events and public meetings.
- f) In terms of the future the broad expectation is that EDDC will adopt an increased 'enabling' role with fewer directly employed staff, more contracted out services and more shared services.

One of the key aspects of an electoral review is the 'challenge' that the LGBCE bring to an organisation whereby they can compare and contrast local practice with what they observe and

experience elsewhere. A key message however is that 'one size does not fit all' and there is a sense that comes through from the survey that the role of the district councillor is both recognised and valued by the citizens of East Devon. If it is the case that, broadly speaking, the typical councillor spends approximately 2 days a week on Council business then the current number of councillors would appear to be a reasonable initial basis on which to prepare a submission for the LGBCE.

Results of this survey were presented to Cabinet on 17 November 2015. Based on the returns from those councillors who completed the survey it is considered that the current number of councillors is appropriate, albeit in the interests of electoral equality and comparable best practice elsewhere a minimal change in the number of councillors would be acceptable.

| <b>On average, how many hours a week do you spend on the following East Devon District Councillor business?</b>                                                                            |                   |              |              |              |               |                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------|--------------|--------------|---------------|--------------------|
|                                                                                                                                                                                            | Less than an hour | 1 to 3 hours | 3 to 5 hours | 5 to 7 hours | 7 to 10 hours | More than 10 hours |
| Attendance at any formal Council meeting (Cabinet, Full Council, Scrutiny etc)                                                                                                             | 0                 | 7            | 10           | 4            | 5             | 2                  |
| Attendance at any non-formal Council meetings (meetings with officers, Chairmen's Briefings, Working Groups, CAGs etc)                                                                     | 3                 | 14           | 7            | 1            | 1             | 2                  |
| Time spent on party / political group business                                                                                                                                             | 16                | 9            | 1            | 1            | 1             | 0                  |
| Attendance at external meetings where you have been appointed as a representative of the Council rather than in your capacity as a Ward Councillor (Council appointed outside bodies etc.) | 12                | 9            | 4            | 0            | 0             | 1                  |
| Community obligations in your capacity as a Ward Councillor (Parish Council meetings, Neighbourhood Panels, Community Forums)                                                              | 1                 | 12           | 8            | 4            | 0             | 2                  |
| Dealing with case work (telephone calls, emails, constituent enquiries, surgeries)                                                                                                         | 0                 | 15           | 5            | 4            | 3             | 1                  |
| Preparation for meetings                                                                                                                                                                   | 0                 | 18           | 6            | 2            | 1             | 1                  |
| Attending seminars, conferences and training                                                                                                                                               | 12                | 9            | 5            | 0            | 0             | 1                  |
| Travel related to Councillor business                                                                                                                                                      | 5                 | 16           | 6            | 0            | 0             | 1                  |
| Other (please tick the total number of hours spent per week on other activities and use the box below to specify the activities and time spent on each)                                    | 2                 | 1            | 1            | 0            | 2             | 0                  |



## NATURE OF DISTRICT ELECTORATE

The District is one in which its residents exhibit a strong sense of community and citizenship. By using comparable evidence from the National Place Survey 2008/9, it is possible to see that East Devon has a higher rate of community participation than national and local averages. It is also possible to compare national and regional averages, to see that East Devon citizens are more satisfied regarding how the Council runs things and that they provide value for money.

| <b>Place Survey 2008/9</b>                                | <b>East Devon</b> | <b>Devon Country</b> | <b>South West average</b> | <b>England average</b> |
|-----------------------------------------------------------|-------------------|----------------------|---------------------------|------------------------|
| % regular volunteering                                    | 33.0              | 31.2                 | 27.9                      | 23.2                   |
| % involved in local decision making over past 12 months   | 16.3              | 16.9                 | 16.1                      | 14.0                   |
| % feel strong community cohesiveness                      | 81.6              | 81.6                 | 80.0                      | 76.4                   |
| % agree that their local council provides value for money | 38.5              |                      | 31.2                      | 33.2                   |
| % are satisfied with how their local council runs things  | 50.6              |                      | 43.9                      | 45.4                   |

Community participation places a demand on Councillor time, as support is provided to voluntary and community groups. Furthermore there are 36 Neighbourhood plans being produced in East Devon, which all receive active support from the Council and its councillors.

## Tenant Engagement

East Devon District Council is committed to helping tenants to get involved in influencing and shaping decisions taken to deliver a housing service which meets the needs and priorities of tenants.

These are the key commitments that we will jointly deliver to enable tenants to be involved in the decision making processes related to council housing:

- provide a housing service that actively works for continuous improvement in quality and value for money
- give tenants a voice in the decisions which affect their homes
- identify priorities based on tenant's requirements
- know what standards tenants want – local standards
- give tenants an opportunity to challenge and ask questions about how the Housing Service is operated
- support existing and new tenant groups and encourage engagement and participation
- support tenants to carry out scrutiny of housing services
- provide ongoing and joint training for tenants, staff and councillors

## APPENDIX 1

### **Role and function of the Chairman**

The Chairman of Council and in his/her absence, the Vice-Chairman will have the following roles and functions:

#### **a) Ceremonial Role**

The Chairman shall have primary responsibility for civic and ceremonial functions and shall

- attend functions both within and outside the District to represent the Council
- host functions in order to promote the Council and its interests
- attend and participate in ceremonial events
- ensure that the Council's services and achievements are appropriately celebrated and publicised

#### **b) The Council Meeting**

The Chairman shall be elected annually by the Council. The Chairman will have the following responsibilities:

1. To uphold and promote the purposes of the Constitution, and to interpret the Constitution when necessary having regard to appropriate advice;
2. To preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community;
3. To ensure that at the Council meeting Councillors who are not on the Cabinet or who are not Chairmen of Committees are able to hold the Cabinet and Committee Chairmen to account.
4. Generally, to be the conscience of the Council

#### **c) The Standards Committee**

The Chairman will also be Chair of the Council's Standards Committee

## **Role and function of Cabinet**

The Cabinet will carry out all of the local authority's functions that are not the responsibility of any other part of the local authority, whether by law or under the Constitution. The Cabinet makes operational decisions in accordance with Council policy. Its responsibility for providing policy advice, community planning, best value and performance will be supported by the Overview and Scrutiny Committees (and any panels/forums set up with specific responsibilities).

## **Form and composition**

The Leader will determine the size of the Cabinet (also referred to as the Executive) within statutory limits. The Leader will appoint between two and nine other councillors to the Cabinet. The Leader and other Members of the Cabinet collectively form the Cabinet. None of the Members of the Cabinet will be Members of the Overview and Scrutiny Committees. Some of the Cabinet will have portfolios allocated by the Leader.

## **Leader**

The Leader will be a Councillor elected to the position of Leader by the Council. The Leader will hold office until:

- a. he/she resigns from the office; or
- b. he/she is suspended from being a Councillor under Part III of the Local Government Act 2000; or
- c. he/she is no longer a Councillor; or
- d. he/she is removed from office by resolution of the Council provided that notice of any motion that would have the effect of removing him/her from office is delivered to the office of the Chief Executive 10 clear days before the relevant Council meeting, signed by at least 15 Councillors;
- e. the election of another Leader at the Annual Council meeting.

## **The Leader and the Cabinet**

The Leader:

- a. Has responsibility for the smooth running of the Cabinet.
- b. Chairs all meetings of the Cabinet. Appoints the Deputy Leader, and may remove him/her from office.
- c. Has responsibility for the allocation of portfolios (and scheme of delegated powers) to the Cabinet Members and may vary them in writing at his/her discretion, subject to Article 6.09. The Leader may appoint Cabinet Members without portfolio.
- d. Has overall responsibility for matters relating to and arising from Corporate Governance including the publication of a formal annual report presenting an objective and understandable account of the Council's activities and achievements, its financial position and performance and proposed future objectives.

### **The Deputy Leader**

The Deputy Leader will be a councillor on the Cabinet appointed to the position of Deputy Leader by the Leader. The Deputy Leader will hold office until:

- a. he/she resigns from office; or
- b. he/she is suspended from being a Councillor under Part III of the Local Government Act 2000; or
- c. he/she is no longer a Councillor; or
- d. he/she is removed from office by the Leader.

The Deputy Leader will carry out the functions of the Leader when he/she is unable to act or the office of Leader is vacant.

### **Other Members of the Cabinet**

The other Members of the Cabinet will be Councillors appointed to the position by the Leader. They shall individually hold office until:

- a) they resign from office; or
- b) they are suspended from being Councillors under Part III of the Local Government Act 2000; or
- c) they are no longer Councillors; or
- d) they are removed from office, either individually or collectively by the Leader.

### **Members of the Cabinet who are Portfolio Holders**

During their period as a Portfolio Holder each Councillor will be expected to work closely with key staff. This will require an effective system of relevant information provision to those Councillors. Responsibility for the identification of such information lies with the Portfolio Holder and/or the key staff who will also be expected to brief the appropriate Councillor on important operational items which may be happening as part of delegated Council business. Portfolio Holders expected to speak at Cabinet meetings, or called in to speak at Overview and Scrutiny Committees or other Council meetings, must also be briefed by appropriate staff who will be entitled to accompany them at such meetings and able to speak there in their own right.

The generic role of a Portfolio Holder will include:

- a) Collective responsibility for policy implementation as a Cabinet Member.
- b) Specific responsibility for speaking at the Cabinet on issues within allocated portfolios.
- c) The exercise of delegated powers.
- d) Occasional responsibility for speaking on behalf of the Council at outside meetings where Councillor attendance is required.
- e) An acceptance of the need to be well informed, and where appropriate to undergo training about relevant current issues.
- f) Responding to media requests as appropriate in relation to topical issues. In this respect, each Councillor should attend media training sessions.
- g) Speaking at Council meetings on issues relevant to the allocated portfolio.
- h) Attendance at Overview and Scrutiny Committees to speak on particular performance issues and to assist on the preparation of policy issues.

### **Proceedings of the Cabinet**

Proceedings of the Cabinet will take place in accordance with the Executive Procedure Rules.

### **Responsibility for functions**

The Leader will maintain a list in Part 3 of this Constitution setting out whether the Cabinet itself, or which individual Members of the Cabinet, or officers are responsible for the exercise of particular executive functions.

### **Think Tanks**

The Leader and each Portfolio Holder will be advised and assisted in carrying out their responsibilities by a group of Members appointed by the Council. The groups will be informal and flexible to establish all-party working within each portfolio area. Their primary function will be to enable the Leader/Portfolio Holders to initiate the review and development of policies and to discuss major issues that have yet to be considered by the Cabinet. They may also assess the implementation of matters that have already been approved in principle and to advise on budget monitoring.

It is the prerogative of the Leader/Portfolio Holder to call meetings of the Think Tanks and to frame their agendas. Members of a Think Tank and the Chief Executive/Deputy Chief Executives can however suggest topics for discussion and the Cabinet will be entitled to refer items to a Think Tank for debate.

Think Tanks will not be decision-making bodies and their meetings will not therefore be in public. Their meetings will not be scheduled in the Council Calendar but will be serviced by the relevant Senior Officer. In all other respects Think Tanks will identify the working arrangements with which they are most comfortable. Often meetings will be held in the room of the appropriate officer who can also undertake the co-ordination and distribution of agendas, background papers and prepare short notes (not minutes) of the meetings.

### **Non-Cabinet Member Champions/Lead Councillors**

A Non-Cabinet Champion does not have personal delegated powers to act on the Council's behalf on matters relating to the interest being championed. The Champions will work closely with the Council's Cabinet and with the Overview and Scrutiny Committees and within the Council's Constitution.

In this overall context, the principal purpose of the Non-Cabinet Champion role is:

- a) promoting the interest within the Council, having regard to the Council's overall corporate and service priorities,
- b) taking a particular interest in the needs and wishes of any client groups relevant to the interest being championed,
- c) ensuring that decision makers within the Council and externally are aware of issues and opportunities related to the interest
- d) contributing to the continuous improvement of services and functions relating to the interest and be a catalyst for change,
- e) ensuring good practice within the authority relating to the interest is shared and that examples of good practice elsewhere are brought to the attention of Members and officers, keeping up-to-date with all relevant matters connected with the interest,
- f) working with national and local initiatives relevant to the interest, The primary functional responsibilities are as follows:

- g) engaging with relevant local and national bodies and communities of place, culture and interest, promoting the interest, attending meetings as necessary, and relevant conferences with the approval of the relevant Portfolio Holder or Leader,
- h) monitoring the work programmes of the Cabinet and of the Overview and Scrutiny Committees, working with lead Members proactively to advise, identify, challenge and exert influence,
- i) ensuring that all Members of the Council, in particular Cabinet Members, Overview and Scrutiny Chairmen and the Council's Officers are aware of the needs, issues and support available relating to the interest,
- j) seeking appropriate opportunities to promote the interest further with Members and Officers through seminars, other awareness events and personal attendance at meetings,
- k) to liaise with relevant partner bodies on matters relating to the interest and seek opportunities to direct participation in issue consideration as appropriate,
- l) working with a nominated lead Officer in prioritising actions as Member Champion, creating a work plan that achieves a balance between helping to achieve corporate priorities and delivering other priorities identified by the Member Champion,
- m) pursuing such personal development and training opportunities to enable effective performance in the role of a Non-Cabinet Champion and raise personal awareness of issues relevant to the interest being championed,
- n) presenting an annual report to the Council, in liaison with the relevant Portfolio Holder, on work achieved during the year and identifying priorities for the future.

Note:

A Cabinet Member may also be a Member Champion and in that case their primary responsibility is for the effective performance of executive functions. The Cabinet Champion will keep the interest in mind and will raise awareness of this interest and promote as appropriate when executing his executive responsibilities.

For further details about how the council operates, how decisions are made and the procedures that are followed to ensure that the council is efficient, transparent and accountable to local people, please see the [Constitution](#).

## APPENDIX 2

Welcome/Refresher Programme 2015 (including meetings) – training sessions shaded green

Councillors – even if you have not been allocated to a particular committee, you are invited to attend meetings to observe and contribute.

| May                                                                                                                                                                                                                                                                                                                   |           |                                                                                                                   |                  |                                                                                                                          |           |           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------|-----------|-----------|
| Monday                                                                                                                                                                                                                                                                                                                | Tuesday   | Wednesday                                                                                                         | Thursday         | Friday                                                                                                                   | Sat       | Sun       |
| <b>4</b>                                                                                                                                                                                                                                                                                                              | <b>5</b>  | <b>6</b>                                                                                                          | <b>7</b>         | <b>8</b>                                                                                                                 | <b>9</b>  | <b>10</b> |
| <b>BANK HOLIDAY</b>                                                                                                                                                                                                                                                                                                   |           |                                                                                                                   | <b>ELECTIONS</b> | <b>Count and results announced –</b><br>Councillors to sign Acceptance of Office, complete forms, have photos taken, etc |           |           |
| <b>11</b>                                                                                                                                                                                                                                                                                                             | <b>12</b> | <b>13</b>                                                                                                         | <b>14</b>        | <b>15</b>                                                                                                                | <b>16</b> | <b>17</b> |
| <b>Note</b> Newly elected Councillors this week or next to meet with Democratic Services 01395 517546 for briefing and tour of building – including pay roll section who will process your car documents – MOT cert, driving licence, Vehicle Reg and insurance details (to enable you to make future mileage claims) |           | <b>Councillor Welcome - session 1</b> 6–9pm<br>Council Chamber<br>(for newly elected and experienced councillors) |                  |                                                                                                                          |           |           |



| 18                  | 19 | 20                                                                                                                                  | 21 | 22 | 23 | 24 |
|---------------------|----|-------------------------------------------------------------------------------------------------------------------------------------|----|----|----|----|
|                     |    | <b>Councillor Welcome - session 2 (not a repeat)</b><br>6–9pm<br>Council Chamber<br>(for newly elected and experienced councillors) |    |    |    |    |
| 25                  | 26 | 27                                                                                                                                  | 28 | 29 | 30 | 31 |
| <b>BANK HOLIDAY</b> |    | <b>Chief Executive briefing</b><br>5.30pm (Chamber)                                                                                 |    |    |    |    |
|                     |    | <b>Annual Council</b><br>6.30pm<br>Council Chamber<br>All Councillors                                                               |    |    |    |    |

| June                                                                                                                     |                                                                                                                                                                     |                                                                                  |                                                                                                                             |           |           |           |
|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------|-----------|-----------|
| Monday                                                                                                                   | Tuesday                                                                                                                                                             | Wednesday                                                                        | Thursday                                                                                                                    | Friday    | Sat       | Sun       |
| <b>1</b>                                                                                                                 | <b>2</b>                                                                                                                                                            | <b>3</b>                                                                         | <b>4</b>                                                                                                                    | <b>5</b>  | <b>6</b>  | <b>7</b>  |
| Opportunity for licensing training at Yeovil (all day)                                                                   |                                                                                                                                                                     | <b>Development Management Committee training</b> - all day with lunch –          |                                                                                                                             |           |           |           |
|                                                                                                                          |                                                                                                                                                                     | Committee Room.<br>Members of Committee to include mock debate                   | <b>Standards/Code of Conduct/Legal Framework</b><br>6-8 pm (Chamber) – repeat session (see also 10 June)                    |           |           |           |
|                                                                                                                          |                                                                                                                                                                     | <b>Development Management Committee</b><br>4pm Committee room                    |                                                                                                                             |           |           |           |
| <b>8</b>                                                                                                                 | <b>9</b>                                                                                                                                                            | <b>10</b>                                                                        | <b>11</b>                                                                                                                   | <b>12</b> | <b>13</b> | <b>14</b> |
| <b>Licensing Training for L &amp; E Committee members</b> – presenter – Philip Kolvin QC<br><br>All day event with lunch | <b>Development Management Planning for all Councillors</b><br><br><b>1.Planning Policy</b> - morning<br><br><b>2.Delegations scheme</b> – afternoon Council Chamber | <b>Standards/Code of Conduct/Legal Framework</b><br>3-5 pm (Chamber) – or 4 June | <b>Meet the teams – all Cllrs</b><br><br><b>*Streetscene</b><br><br><b>*Countryside</b><br><br><b>*Env Health &amp; Car</b> |           |           |           |

|           |                                                                |                                                                                                                         |                                                                                                                                                                                                                                                      |           |           |           |
|-----------|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|-----------|
|           | (Please bring lunch – make own arrangements)                   |                                                                                                                         | <b>Parks</b><br><b>*Housing</b><br>5-8pm - Council Chamber                                                                                                                                                                                           |           |           |           |
| <b>15</b> | <b>16</b>                                                      | <b>17</b>                                                                                                               | <b>18</b>                                                                                                                                                                                                                                            | <b>19</b> | <b>20</b> | <b>21</b> |
|           | <b>Development Management Committee</b><br>2pm Council Chamber | <b>Cabinet</b><br>5.30pm Council Chamber<br><br>With introduction and outline of business by Leader and Chief Executive | <b>Housing Review Board</b><br>2.30 pm Council Chamber<br><br>To include areas of responsibility of Board, its role as an overview cttee, the value of tenants and indep reps on the Board, its drive to improve housing stock and challenges faced. |           |           |           |

| June   |         |                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |     |     |
|--------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----|-----|
| Monday | Tuesday | Wednesday                                                                                                                                                                                         | Thursday                                                                                                                                                                                                                                                                                                                                                                                                                                     | Friday | Sat | Sun |
| 22     | 23      | 24                                                                                                                                                                                                | 25                                                                                                                                                                                                                                                                                                                                                                                                                                           | 26     | 27  | 28  |
|        |         | <p><b>Licensing and Enforcement Committee</b> 9.30am<br/>Council Chamber</p> <p>With explanations of responsibilities including taxi and gambling legislation and their practical application</p> | <p>Governance arrangements: The role of the Audit &amp; Governance Committee, its members, internal and external audit.<br/>2.15pm Council Chamber</p> <p><b>Audit and Governance Committee</b><br/>3.30pm Council Chamber</p> <p><b>Scrutiny Committee</b><br/>6pm Council Chamber</p> <p>The Chairman to outline the work previously covered by the Overview/Scrutiny Committee, and the remit and future work of this 'new' Committee</p> |        |     |     |

| 29 | 30                                                                                                                                                             | 1 July                                                                                                                                                                                     | 2 | 3 | 4 | 5 |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|
|    | <p><b>Overview Committee</b><br/>6pm Council Chamber</p> <p>Initial work to cover the remit of this newly created committee and discuss forward work plan.</p> | <p><b>Worksmart project –</b><br/>modernising how we work to best meet our customer requirements.</p> <p>2 repeat sessions:</p> <p>2 - 4pm</p> <p>5.30 – 7.30pm</p> <p>Council Chamber</p> |   |   |   |   |

| July      |                                                                                                                                                                                    |                                                                                                                 |                                                                                                                                  |           |           |           |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|-----------|
| Monday    | Tuesday                                                                                                                                                                            | Wednesday                                                                                                       | Thursday                                                                                                                         | Friday    | Sat       | Sun       |
| <b>6</b>  | <b>7</b>                                                                                                                                                                           | <b>8</b>                                                                                                        | <b>9</b>                                                                                                                         | <b>10</b> | <b>11</b> | <b>12</b> |
|           | <b>Standards Committee</b><br>10am Committee Room<br><br>To include a presentation from the Monitoring Officer on Standards in Public life and the role of the Standards Committee |                                                                                                                 |                                                                                                                                  |           |           |           |
| <b>13</b> | <b>14</b>                                                                                                                                                                          | <b>15</b>                                                                                                       | <b>16</b>                                                                                                                        | <b>17</b> | <b>18</b> | <b>19</b> |
|           | <b>Development Management Committee meeting</b><br>2pm Council Chamber                                                                                                             | <b>Budget workshop</b><br>5.30pm Council Chamber<br><br><b>Cabinet meeting</b><br><b>6.30pm</b> Council Chamber | Scrutiny workshop at Exeter City – joint training with Teignbridge District & Exeter City. All day.<br><br>Scrutiny members only |           |           |           |

| 20 | 21 | 22                                                                                                                                                                                        | 23                                                                                                                                                                | 24 | 25 | 26 |
|----|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|----|----|
|    |    |                                                                                                                                                                                           |                                                                                                                                                                   |    |    |    |
| 27 | 28 | 29                                                                                                                                                                                        | 30                                                                                                                                                                | 31 |    |    |
|    |    | <b>Chief Executive briefing</b><br>5pm Council Chamber<br><br><b>Extra Ordinary meeting of the Council</b><br>6pm Council Chamber<br><br><b>Council meeting</b><br>6.30pm Council Chamber | <b>Scrutiny Committee meeting</b><br>6pm Council Chamber<br><br>To include feedback from the workshop held on 16 July. Discuss value of preparation and questions |    |    |    |

Licensing and Enforcement Sub Committees are scheduled to be held every Wednesday morning from 17 June onwards throughout the year. These meetings are held only if required. Please always check [The Knowledge](#) newsletter weekly for the most up-to-date meetings' information. Members of the Sub Committee will be sent an invitation to attend if the meeting is to be held.

Phase 2 - Welcome/Refresher Programme Calendar 2015 (including meetings) Sept-Dec 2015

Councillors – all invited - this is phase 2 of the welcome process, building on the introductory programme

| September                                                                                                                                  |                                                                                 |                                                                                                 |                                                                      |           |           |           |
|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-----------|-----------|-----------|
| Monday                                                                                                                                     | Tuesday                                                                         | Wednesday                                                                                       | Thursday                                                             | Friday    | Sat       | Sun       |
|                                                                                                                                            | <b>1</b>                                                                        | <b>2</b>                                                                                        | <b>3</b>                                                             | <b>4</b>  | <b>5</b>  | <b>6</b>  |
| <b>(31 August – Summer Bank Holiday)</b><br><br>Make an appointment with Democratic Services to review support and learning opportunities. |                                                                                 | Planning open evening – all Councillors<br><br>3 x separate hour sessions – 17.00, 18.00, 19.00 |                                                                      |           |           |           |
| <b>7</b>                                                                                                                                   | <b>8</b><br><br>Development Management Committee<br><br>12 noon Council Chamber | <b>9</b><br><br>Champion meeting<br>4.00 pm – room 1<br><br>Cabinet<br>5.30 pm Council Chamber  | <b>10</b><br><br>Housing Review Board<br><br>2.30 pm Council Chamber | <b>11</b> | <b>12</b> | <b>13</b> |



| 14                                                                   | 15                                                      | 16                                                                                                   | 17                                                               | 18 | 19 | 20 |
|----------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|----|----|----|
|                                                                      |                                                         |                                                                                                      | <b>Scrutiny Committee</b><br>6.00 pm Council Chamber             |    |    |    |
| 21                                                                   | 22                                                      | 23                                                                                                   | 24                                                               | 25 | 26 | 27 |
| <b>Housing tour for all Councillors</b><br>9.15 am start from Knowle | <b>Overview Committee</b><br>6.00 pm<br>Council Chamber | <b>Universal Credit – information essential for all Councillors</b><br>6.30 – 8.30 pm (Chamber)      | <b>Audit and Governance Committee</b> 2.30 pm<br>Council Chamber |    |    |    |
| 28                                                                   | 29                                                      | 30                                                                                                   |                                                                  |    |    |    |
|                                                                      | <b>Standards Committee</b><br>10 am<br>Council Chamber  | <b>Growth Point tour for all Councillors</b><br>9.30 am start from Knowle – or meet at Growth Point. |                                                                  |    |    |    |

| October   |                                                                                                                                                                  |                                                                                       |                                                                                                                           |                                                                                                                                                                             |           |           |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|
| Monday    | Tuesday                                                                                                                                                          | Wednesday                                                                             | Thursday                                                                                                                  | Friday                                                                                                                                                                      | Sat       | Sun       |
|           |                                                                                                                                                                  |                                                                                       | <b>1</b>                                                                                                                  | <b>2</b>                                                                                                                                                                    | <b>3</b>  | <b>4</b>  |
|           |                                                                                                                                                                  |                                                                                       | <b>Treasury Management<br/>(to be delivered by<br/>Capita) for all<br/>Councillors</b><br><br>2.00 – 5.00 pm<br>(Chamber) | <b>Exmouth and<br/>Cranbrook tour – all<br/>Councillors</b> - to include<br>River Exe trip plus light<br>lunch. Coach to leave<br>Knowle at 9.15 –<br>anticipate return 3pm |           |           |
| <b>5</b>  | <b>6</b>                                                                                                                                                         | <b>7</b>                                                                              | <b>8</b>                                                                                                                  | <b>9</b>                                                                                                                                                                    | <b>10</b> | <b>11</b> |
|           | <b>Development<br/>Management<br/>Committee</b><br><br>2.00pm Council<br>Chamber                                                                                 | <b>Cabinet</b><br><br>5.30 pm Council<br>Chamber                                      | <b>Building Control –<br/>Meet the Team – for all<br/>Councillors</b><br><br>5pm – 6.30 pm                                |                                                                                                                                                                             |           |           |
| <b>12</b> | <b>13</b>                                                                                                                                                        | <b>14</b>                                                                             | <b>15</b>                                                                                                                 | <b>16</b>                                                                                                                                                                   | <b>17</b> | <b>18</b> |
|           | <b>Seaton Wetlands tour –<br/>for all Councillors</b> - to<br>include Tram trip plus<br>light lunch. Coach to leave<br>Knowle at 9.15 –<br>anticipate return 3pm | <b>STRATA induction<br/>training –</b><br><br>5.30 – 7.30 pm (Exeter<br>Civic Centre) | <b>Scrutiny Committee</b><br><br>6.00 pm<br><br>Council Chamber                                                           |                                                                                                                                                                             |           |           |

|           |           |                                                                                                                                        |                                                                 |           |           |           |
|-----------|-----------|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------|-----------|-----------|
| <b>19</b> | <b>20</b> | <b>21</b>                                                                                                                              | <b>22</b>                                                       | <b>23</b> | <b>24</b> | <b>25</b> |
|           |           | <p>Mock Council debate (if requested)</p> <p>5.30 – 6.00 pm<br/>(Chamber)</p> <p><b>Council meeting</b><br/>6.30pm Council Chamber</p> | <p><b>STRATA Joint Scrutiny</b></p> <p>5.30 Council Chamber</p> |           |           |           |
| <b>26</b> | <b>27</b> | <b>28</b>                                                                                                                              | <b>29</b>                                                       | <b>30</b> | <b>31</b> | <b>1</b>  |
|           |           |                                                                                                                                        |                                                                 |           |           |           |

| November |                                                                              |                                                      |                                                                   |          |          |          |
|----------|------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------|----------|----------|----------|
| Monday   | Tuesday                                                                      | Wednesday                                            | Thursday                                                          | Friday   | Sat      | Sun      |
| <b>2</b> | <b>3</b>                                                                     | <b>4</b>                                             | <b>5</b>                                                          | <b>6</b> | <b>7</b> | <b>8</b> |
|          | <p><b>Development Management Committee</b></p> <p>2.00pm Council Chamber</p> | <p><b>Cabinet</b></p> <p>5.30 pm Council Chamber</p> | <p><b>Housing Review Board</b></p> <p>2.30 pm Council Chamber</p> |          |          |          |

|           |                                                       |                                                                                                   |                                                           |           |           |           |
|-----------|-------------------------------------------------------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------|-----------|-----------|
| <b>9</b>  | <b>10</b>                                             | <b>11</b>                                                                                         | <b>12</b>                                                 | <b>13</b> | <b>14</b> | <b>15</b> |
|           |                                                       | Regeneration area tour for all Councillors Coach to leave Knowle at 9.15 – anticipated return 3pm | Scrutiny Committee<br>6.00 pm Council Chamber             |           |           |           |
| <b>16</b> | <b>17</b>                                             | <b>18</b>                                                                                         | <b>19</b>                                                 | <b>20</b> | <b>21</b> | <b>22</b> |
|           | Overview Committee<br>6.00 pm Council Chamber         | Licensing and Enforcement Committee<br>9.30 am Council Chamber                                    | Audit and Governance Committee 2.30 pm<br>Council Chamber |           |           |           |
| <b>23</b> | <b>24</b>                                             | <b>25</b>                                                                                         | <b>26</b>                                                 | <b>27</b> | <b>28</b> | <b>29</b> |
|           | STRATA Joint Executive<br>5.30pm Civic Centre, Exeter |                                                                                                   |                                                           |           |           |           |

| November/December |                                                                           |                                                  |                                                             |                      |                   |           |
|-------------------|---------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------------|----------------------|-------------------|-----------|
| Monday            | Tuesday                                                                   | Wednesday                                        | Thursday                                                    | Friday               | Sat               | Sun       |
| <b>30</b>         | <b>1</b>                                                                  | <b>2</b>                                         | <b>3</b>                                                    | <b>4</b>             | <b>5</b>          | <b>6</b>  |
|                   |                                                                           | <b>Cabinet</b><br>5.30 pm Council Chamber        | <b>STRATA Joint Scrutiny</b><br>5.30pm Civic Centre, Exeter |                      |                   |           |
| <b>7</b>          | <b>8</b>                                                                  | <b>9</b>                                         | <b>10</b>                                                   | <b>11</b>            | <b>12</b>         | <b>13</b> |
|                   | <b>Development Management Committee meeting</b><br>2.00pm Council Chamber |                                                  | <b>Scrutiny Committee</b><br>6.00 pm Council Chamber        |                      |                   |           |
| <b>14</b>         | <b>15</b>                                                                 | <b>16</b>                                        | <b>17</b>                                                   | <b>18</b>            | <b>19</b>         | <b>20</b> |
|                   |                                                                           | <b>Council meeting</b><br>6.30pm Council Chamber |                                                             |                      |                   |           |
| <b>21</b>         | <b>22</b>                                                                 | <b>23</b>                                        | <b>24</b>                                                   | <b>25</b>            | <b>26</b>         | <b>27</b> |
|                   |                                                                           |                                                  | <b>Christmas Eve</b>                                        | <b>Christmas Day</b> | <b>Boxing Day</b> |           |

## APPENDIX 3

East Devon District Council

# Boundary Review Survey

October 2015

- As part of the proposed Boundary Review, the Overview Committee has approved this survey to ensure all Members have the opportunity to give their views on what size the Council should be in the future. The results will be analysed and considered by the Overview Committee.
- This questionnaire should only take 5 - 10 minutes to complete and your input is very much appreciated.
- Please complete this survey by Friday 16 October 2015.

**1. Instinctively, how many Councillors do you think East Devon District Council needs?**

|          |    |
|----------|----|
| 31 to 35 | 1  |
| 36 to 40 | 3  |
| 41 to 45 | 0  |
| 46 to 50 | 1  |
| 51 to 55 | 3  |
| 56 to 60 | 17 |
| 61 to 65 | 3  |

**2. On average, how many hours a week do you spend on the following East Devon District Councillor business?**

Please only include East Devon District business.

|                                                                                                                                                                                            | Less than an hour | 1 to 3 hours | 3 to 5 hours | 5 to 7 hours | 7 to 10 hours | More than 10 hours |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------|--------------|--------------|---------------|--------------------|
| Attendance at any formal Council meeting (Cabinet, Full Council, Scrutiny etc)                                                                                                             | 0                 | 7            | 10           | 4            | 5             | 2                  |
| Attendance at any non-formal Council meetings (meetings with officers, Chairmen's Briefings, Working Groups, CAGs etc)                                                                     | 3                 | 14           | 7            | 1            | 1             | 2                  |
| Time spent on party / political group business                                                                                                                                             | 16                | 9            | 1            | 1            | 1             | 0                  |
| Attendance at external meetings where you have been appointed as a representative of the Council rather than in your capacity as a Ward Councillor (Council appointed outside bodies etc.) | 12                | 9            | 4            | 0            | 0             | 1                  |
| Community obligations in your capacity as a Ward Councillor (Parish Council meetings, Neighbourhood Panels, Community Forums)                                                              | 1                 | 12           | 8            | 4            | 0             | 2                  |
| Dealing with case work (telephone calls, emails, constituent enquiries, surgeries)                                                                                                         | 0                 | 15           | 5            | 4            | 3             | 1                  |
| Preparation for meetings                                                                                                                                                                   | 0                 | 18           | 6            | 2            | 1             | 1                  |
| Attending seminars, conferences and training                                                                                                                                               | 12                | 9            | 5            | 0            | 0             | 1                  |
| Travel related to Councillor business                                                                                                                                                      | 5                 | 16           | 6            | 0            | 0             | 1                  |
| Other (please tick the total number of hours spent per week on other activities and use the box below to specify the activities and time spent on each)                                    | 2                 | 1            | 1            | 0            | 2             | 0                  |

**3. How long have you been an East Devon District Councillor?**

Various from  
5 months to  
32 years...

**4. Since you became an East Devon District Councillor, do you think that role has changed?**

|                |    |
|----------------|----|
| Yes            | 14 |
| No             | 13 |
| Did not answer | 1  |

**If yes, please tell us how it has changed:**

Increased resident expectations  
More case work  
More electronic correspondence  
More policy and development  
E-mail has multiplied the questions asked and raised expectations  
More meetings in the community/community leadership role  
The public get good value from EDDC compared to the BBC licence fee!

**5. Since becoming an East Devon District Councillor do you think your workload has:**

|                 |    |
|-----------------|----|
| Increased       | 17 |
| Decreased       | 2  |
| Stayed the same | 7  |
| Did not answer  | 2  |



**If it has increased, is it because:**

Please tick all that apply

|                                                                                        |    |
|----------------------------------------------------------------------------------------|----|
| I am contacted by more constituents than before                                        | 12 |
| The issues raised by constituents are more complicated to deal with and take more time | 11 |
| I have become a Portfolio Holder or Committee Chairman                                 | 9  |
| I have to attend more Council and Committee meetings than I used to                    | 12 |
| Social media means that I am expected to respond very quickly to any issues raised     | 10 |
| My Parish Council(s) expect more from me                                               | 8  |
| Other                                                                                  | 9  |

Other, please write below:

|                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------|
| The public prefer to lobby councillors than talk to officers<br>There is a lot of work on and EDDC is high profile |
|--------------------------------------------------------------------------------------------------------------------|

**If it has decreased is this because:**

Please tick all that apply

|                                                                                         |   |
|-----------------------------------------------------------------------------------------|---|
| I am contacted by fewer constituents than before                                        | 0 |
| The issues raised by constituents are easier to deal with and take less time            | 1 |
| I am no longer a Portfolio Holder or Committee Chairman                                 | 1 |
| I attend fewer Council and Committee meetings than I used to                            | 2 |
| Social media and smart technology means that I can respond quickly to any issues raised | 1 |
| My Parish Council(s) expect less from me                                                | 0 |
| Other                                                                                   | 0 |

Other, please write below:

|  |
|--|
|  |
|--|

**6. How satisfied or dissatisfied are you with the level of support provided to help you to undertake your role as an East Devon District Councillor?**

|                                    |    |
|------------------------------------|----|
| Very satisfied                     | 14 |
| Fairly satisfied                   | 8  |
| Neither satisfied nor dissatisfied | 3  |
| Fairly dissatisfied                | 3  |
| Very dissatisfied                  | 0  |

**If you are satisfied or dissatisfied please tell us why, and how it could be improved if necessary:**

|                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------|
| <p>High regard for staff<br/>         ICT needs improving<br/>         More nominated staff would be helpful</p> |
|------------------------------------------------------------------------------------------------------------------|

**7. Is there any further support that you would like provided to help you undertake your role as an East Devon District Councillor?**

|     |    |
|-----|----|
| Yes | 13 |
| No  | 15 |

If yes, please tell us what extra support you would like?

|                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------|
| Attend more training<br>Better web site<br>Improve IT skills<br>More timely information/more focused information |
|------------------------------------------------------------------------------------------------------------------|

8. How do you engage with your constituents?

|                                                                    |    |
|--------------------------------------------------------------------|----|
| By telephone                                                       | 26 |
| By distributing newsletters / leaflets or flyers                   | 14 |
| By holding public meetings                                         | 6  |
| By attending public meetings                                       | 26 |
| By holding surgeries                                               | 4  |
| By email                                                           | 28 |
| Using social media - for example, Facebook, Twitter and blogs      | 11 |
| Attending community events – for example fetes and coffee mornings | 28 |
| By going door to door                                              | 12 |
| By talking face to face – for example in the street                | 25 |
| Other (please write in below)                                      |    |

|                              |
|------------------------------|
| Local press/community groups |
|------------------------------|

**9. Which one of the following do you think the community is best represented by?**

|                    |   |
|--------------------|---|
| One Member Wards   | 9 |
| Two Member Wards   | 9 |
| Three Member Wards | 8 |

**10. Which one of the following statements do you think best describes the role (duties, functions and responsibilities) that you think East Devon District Council will have in the future:**

Please tick one only

|                                                                                                                                          |    |
|------------------------------------------------------------------------------------------------------------------------------------------|----|
| An increased "enabling" role with fewer directly employed staff, more contracted-out services and more shared services                   | 14 |
| The role will continue as it is, the balance between directly employed staff, contracted out services and shared services is about right | 5  |
| An expanded role, due to more statutory requirements from the Government (with additional related funding)                               | 7  |
| A lesser role following a more regional focus on spending and service provision                                                          | 2  |

**11. Considering your answers to the preceding questions, how many Councillors do you now think East Devon District Council needs?**

|          |    |
|----------|----|
| 31 to 35 | 1  |
| 36 to 40 | 3  |
| 41 to 45 | 1  |
| 46 to 50 | 2  |
| 51 to 55 | 3  |
| 56 to 60 | 15 |
| 61 to 65 | 2  |

**12. Are there any other comments you would like to make?**

Please provide any further information you think may be relevant or helpful to the review

In multi member wards, effective team working helps the public  
East Devon is growing so a cut back on representation would be counterproductive  
District Councils play an important role and are a bridge between small parishes and strategic authorities  
We need to get better at engaging with the community  
Enhanced digital communication should facilitate more electors per councillor  
There will always be a variety in terms of how much time individual councillors spend in doing their role  
Localism has increased expectation and the need for councillors  
There is a lot of change happening

## **About you**

We are asking the following questions so we can contact you for further information if necessary and to see if there are any particular views from different Wards. All information will be treated in accordance with the Data Protection Act.

**13. Please tell us your name (optional):**

**14. Please tell us the Ward you represent:**

Responses received from a mixture of urban and rural wards

## APPENDIX 4

| <b>APPENDIX B</b>                                              | <b>Largest Group</b> | <b>Other than Largest Group</b> | <b>Total Membership</b> |
|----------------------------------------------------------------|----------------------|---------------------------------|-------------------------|
| <b>Proportional representation on Panels and Forum 2016/17</b> |                      |                                 |                         |
| <b>Advisory Panels/Steering Groups</b>                         |                      |                                 |                         |
| Asset Management Forum                                         | 4                    | 1                               | 5                       |
| Budget Working Party                                           | 7                    | 3                               | 10                      |
| Capital Strategy and Allocation Group                          | 5                    | 0                               | 5                       |
| Community Fund Panel                                           | 3                    | 3                               | 6                       |
| Disciplinary Panel                                             | 2                    | 2                               | 4                       |
| Manor Pavilion Theatre and Arts Centre Steering Group          | 1                    | 0                               | 1                       |
| Member Development Working Party                               | 3                    | 3                               | 6                       |
| New Homes Bonus Panel                                          | 5                    | 3                               | 8                       |
| Office Accommodation Executive Group                           | 4                    | 0                               | 4                       |
| <b>Joint Bodies</b>                                            |                      |                                 |                         |
| Arts and Culture Forum                                         | 2                    | 1                               | 3                       |
| East and Mid Devon Community Safety Partnership                | 0                    | 1                               | 1                       |
| East and Mid Devon Crime and Disorder Scrutiny Panel           | 3                    | 1                               | 4                       |

|                                                                               |   |   |   |
|-------------------------------------------------------------------------------|---|---|---|
| East Devon Highways & Traffic Orders Cttee<br>(and other County Committees)   | 2 | 1 | 3 |
| East Devon Stakeholder Panel – Strategic<br>Housing Land Availability (SHLAA) | 1 | 0 | 1 |

| <b>APPENDIX B (continued)</b><br><b>Proportional representation on Panels and Forum 2016/17</b>        | <b>Largest Group</b> | Other than Largest Group | <b>Total Membership</b> |
|--------------------------------------------------------------------------------------------------------|----------------------|--------------------------|-------------------------|
| Axminster Regeneration Programme Board                                                                 | 5                    | 1                        | 6                       |
| Exmouth Regeneration Programme Board<br>(plus 2 local EDDC Councillors including Town Member Champion) | 5                    | 0                        | 5                       |
| LED Leisure Management Ltd                                                                             | 2                    | 0                        | 2                       |
| Local Joint Panel                                                                                      | 3                    | 2                        | 5                       |
| Lower Exe Mooring Authority Management Committee                                                       | 1                    | 1                        | 2                       |
| Exeter and Heart of Devon Growth Board                                                                 | 1                    | 0                        | 1                       |
| Recycling and Refuse Partnership Board                                                                 | 2                    | 3                        | 5                       |
| Sidmouth Main and East Beaches Working Party<br>(plus Sidmouth Ward Members)                           | 3                    | 1                        | 4                       |
| STRATA Joint Executive Committee (EDDC, Exeter City and Teignbridge authorities)                       | 1                    | 0                        | 1                       |
| STRATA Joint Scrutiny Committee (EDDC, Exeter City and Teignbridge authorities)                        | 2                    | 1                        | 3                       |
| South East Devon Habitats Regulations Executive Committee                                              | 1                    | 0                        | 1                       |
| Woodbury, Exmouth & Budleigh (WEB) Community Health and Wellbeing Board                                | 1                    | 0                        | 1                       |



## APPENDIX 5

### REPRESENTATION ON OUTSIDE BODIES 2016/17

|            | <b>Name of Outside Body</b>                                                                  | <b>Councillor appointments<br/>2016/17</b>                        | <b>Portfolio Holders/<br/>Champion –<br/>reporting link</b> |
|------------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------|
| <b>(a)</b> | <b>APPOINTMENTS: GENERAL</b>                                                                 |                                                                   |                                                             |
| 1          | Blackdown Hills (AONB) Joint Advisory Committee                                              | Paul Diviani                                                      | Environment                                                 |
| 2          | Devon and Exeter Area Rail Working Party                                                     | Brian Bailey<br>Rob Longhurst                                     | Economy                                                     |
| 3          | Devon Authorities Strategic Waste Partnership                                                | Environment Portfolio Holder<br><br>Substitute:<br><br>Geoff Pook | Environment                                                 |
| 4          | Devon Youth Service                                                                          | Member Champion - Youth                                           | Sustainable Housing/<br>Communities                         |
| 5          | East Devon AONB Partnership                                                                  | Graham Godbeer<br><br>Geoff Pook                                  | Environment                                                 |
| 6          | East Devon Citizens' Advice Bureau                                                           | Brian Bailey<br><br>Alan Dent                                     | Sustainable Housing/<br>Communities                         |
| 7          | East Devon Transport, Research and Information Project (TRIP) Working Party/Management Group | John O'Leary                                                      | Sustainable Housing/<br>Communities                         |

|    | <b>Name of Outside Body</b>                                                                     | <b>Councillor appointments<br/>2016/17</b>                    | <b>Portfolio Holders/<br/>Champion –<br/>reporting link</b> |
|----|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------|
| 8  | East Devon Volunteer Support Agency (EDVSA) – Trustee Board                                     | Tom Wright                                                    | Sustainable Housing/<br>Communities                         |
| 9  | Exe Estuary Management Group                                                                    | Mike Howe<br><br>(substitute: John Humphreys )                | Environment                                                 |
| 10 | Exeter International Airport Consultative Group                                                 | Phil Twiss                                                    | Economy/ Environment                                        |
| 11 | Exeter Science Park Board of Directors:<br><br>Exeter Science Park – Shareholder representative | PH – Finance (director)<br><br>PH – Economy (shareholder rep) | Finance/ Economy/<br>Strategic Dev &<br>Partnerships        |

| <b>(a)</b> | <b>APPOINTMENTS: GENERAL</b>                  |                                                                                                                                |         |
|------------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|---------|
| 12         | Exmouth Town Management Partnership Panel     | Jill Elson                                                                                                                     | Economy |
| 13         | Local Government Association General Assembly | Leader*<br><br>(substitute:<br><br>Deputy Leader)<br><br>*Leader is SW representative on district councillor network executive | Council |

|    |                                                                |                                                                                                       |         |
|----|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|---------|
| 14 | Local Government Association<br>Annual Rural Assembly          | Leader (with vote)<br><br>Deputy Leader (who can vote in<br>the absence of Leader)                    | Council |
| 15 | Local Government Association<br><br>People and Places Board    | Leader*<br><br>(substitute: Deputy Leader)<br><br>*representing South West<br>Districts.              | Council |
| 16 | Police and Crime Panel – Devon<br>and Cornwall                 | Tom Wright<br><br>Substitute: Leader                                                                  | Council |
| 17 | Salisbury-Exeter Lineside<br>Consortium of Authorities (SELCA) | Phil Twiss                                                                                            | Economy |
| 18 | SWAP (South West Audit<br>Partnership Ltd)                     | <b>Shareholder</b> – Audit and<br>Governance Chairman<br><br><b>Director</b> – Section 151<br>Officer | Finance |
| 19 | South West Councils -<br><br>including Employers' Panel        | Leader<br><br>Deputies: Portfolio Holders –<br>Corporate Services and<br>Corporate Business           | Council |
| 20 | SPARSE – Rural Special Interest<br>Group                       | Leader<br><br>Sub: Rural Champion1                                                                    | Council |

## **OUTSIDE BODIES - NOTE:**

Further to the 2012 review undertaken initially by the Corporate Business Portfolio Holder's Think Tank and recommendations of the Overview and Scrutiny Committee which were supported by Cabinet at its meeting on 4 April 2012, formal appointment of councillor representatives to outside bodies will only now be made where the outside body meets one or more of the following criteria:

- a) The Council makes a financial contribution to the outside body;
- b) There is a clear need for the business of the outside body to be reported back to Council;
- c) The Council has a partnership relationship with the outside body

Council representatives formally appointed to outside bodies will engage with the relevant Portfolio Holder to ensure information is both fed back, and fed into, each outside body, panel and forum that meets the criteria for formal appointment.

In the case of outside bodies falling outside the criteria (including those listed below), the Democratic Services team will provide the contact details of the ward member(s)/member champion so that arrangements can be made direct.

- Active Honiton
- Budleigh Salterton Traffic Group
- Campaign to Protect Rural England (Devon Branch)
- Devon Conservation Group
- Devon County Agricultural Association's Council
- Devon Historic Buildings Trust
- East Devon Local Children's Trust
- Exmouth Local Nature Reserve Management Committee
- Honiton Community & Arts Centre Project Working Group
- Honiton Development Trust
- Norman Lockyer Observatory Management Committee
- Salisbury – Exeter Line side Consortium of Authorities
- Sidmouth Traffic Management Plan
- World Heritage Site Management Plan Steering Group

PATROLAJC – Parking and Traffic Regulations Outside London Adjudication Joint Committee (re Traffic Management Act 2004). No member appointment but the Council will continue to subscribe to this quasi-judicial body which appoints adjudicators to hear formal appeals against parking tickets in all councils (including EDDC) that use civil parking enforcement process.



*Taking part in the*

## Electoral review of East Devon District Council

*A guide for councillors*



A message from Professor Colin Mellors: Chair of the Local Government Boundary Commission for England

*This briefing tells you all you need to know about the electoral review of your council. It tells you what an electoral review is, why we are conducting it and how you can influence the outcome.*

***The electoral review is an opportunity for you to shape your council for the future.*** On council size, the review will help you decide how you will represent communities in the future and ensure that your governance arrangements reflect your long term ambitions. When we come to consider boundaries, we will aim to build electoral wards that reflect communities and lock in electoral fairness for future elections.

***The outcome of the review is not pre-determined.*** The Commission will only take decisions after giving careful consideration to the evidence provided by you, your council and local communities throughout the process.

***Your local knowledge will be valuable in helping us come to our conclusions.*** The best electoral reviews are those where councillors engage with the process. The Commission will take decisions on the strength of evidence provided during the review after we have assessed all submissions against our statutory criteria. It doesn't matter whether evidence comes from the council, council groups or individual councillors, we have an open mind about which proposals we will put forward as formal recommendations.

***The electoral arrangements of your council will change.*** Our experience of electoral reviews clearly shows that changing boundaries in one part of your area will inevitably have an impact on other areas. Most wards are likely to experience a change to one or more of their boundaries, name or number of councillors representing them. We will look to you to influence the nature of those changes.

***We will make it as easy as possible for you to influence the process.*** In addition to our preliminary dealings with the council, we will hold at least two phases of public consultation before we finalise the recommendations of the review. We encourage you to engage with your communities about the review so we can get the broadest possible spread of evidence.

*I hope you find this briefing helpful.*

Professor Colin Mellors

## Electoral review timetable

The timetable for your electoral review is set out below. Timescales occasionally change during the review but you can keep up to date with developments by looking at the dedicated page for your review on our website: [www.lgbce.org.uk](http://www.lgbce.org.uk)

| Stage of review   | Date/duration     | Description                                                                                                                                                         | Note                                                                                                                                                                                                                                                                         | Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Preliminary stage | April – Sept 2016 | Commission gathers information about the council e.g. electorate forecasts and briefs group leaders, the full council and parishes/community groups on the process. | <p>This is the council's opportunity to put forward its view on future council size: the total number of councillors to be elected to the council.</p> <p>We will also work with council staff to build electorate forecasts for the next 5/6 years as required by law.</p>  | <p>The Commission expects to receive submissions from the council and/or council groups at the end of this phase which provides a rationale, backed up with evidence, for a proposed council size.</p> <p>The Commission will consider the council's submission(s) from the preliminary phase before deciding on a number which will form the basis of its work to draw up new ward boundaries.</p> <p>In some circumstances, for example where a major change in council size is proposed, the Commission will consider holding a public consultation on the proposal.</p> |
| Stage One         | Sept – Dec 2016   | Public consultation on new ward boundaries.                                                                                                                         | <p>The Commission will publish a council size which it is 'minded to' recommend and invite ward proposals based on that council size.</p> <p>The council size will provide us with an optimum councillor: elector ratio to build wards which deliver electoral fairness.</p> | <p>The Commission usually receives a council scheme for proposed new wards across the local authority. We will also consider localised evidence from organisations and members of the public on the most appropriate pattern of wards. We use that evidence to help us draw up our draft recommendations.</p>                                                                                                                                                                                                                                                               |

| <b>Stage of review</b>               | <b>Date/duration</b> | <b>Description</b>                                                                                                                                                                      | <b>Note</b>                                                                                                                                                                                                                             | <b>Outputs</b>                                                                                                                                                                                                                                                              |
|--------------------------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Draft recommendations consultation   | Feb -April 2017      | Publication of draft recommendations on new wards for the local authority and a public consultation on them.                                                                            | The Commission will publish full draft proposals for new electoral arrangements: new wards, ward boundaries and ward names for public comment.                                                                                          | We will gather views on our draft proposals where they support the recommendations or whether they propose alternative ward patterns.<br><br>The Commission will then finalise its recommendations after considering all the evidence received at each stage of the review. |
| Publication of final recommendations | June 2017            | Once the consultation on draft recommendations has concluded, the Commission will consider all the evidence before drawing up its final recommendations for new electoral arrangements. | This stage marks the end of the Commission's direct involvement with your authority on the review. Once we have published final recommendations, we are unable to amend them.                                                           | We will produce a draft order – the legal document which will bring into force the final recommendations – in preparation for laying in Parliament.                                                                                                                         |
| Parliamentary scrutiny               | July 2017            | A draft order seeking the implementation of the final recommendation will be laid in both Houses of Parliament under the negative resolution procedure                                  | The draft order will be placed in both Houses of Parliament for 40 days (with possible gaps depending on recesses) for the consideration of members.<br><br>Parliament can accept or reject the recommendations. It cannot modify them. | Subject to parliamentary scrutiny, the Commission will 'make' the order at the end of the 40 days and inform the council that order is now complete so that you can prepare for elections on the new arrangements.                                                          |
| Implementation                       | 2019                 | New electoral arrangements: council size, ward boundaries and ward names come into effect at the elections.                                                                             | Council staff will have prepared electoral registers and other arrangements on the basis of the order e.g. polling districts and polling stations.                                                                                      | New electoral arrangements for your area come into effect.                                                                                                                                                                                                                  |



## **Local Government Boundary Commission for England**

The Local Government Boundary Commission for England is an independent body established by Parliament in April 2010. We are not part of government and are accountable to Parliament through the Speaker's Committee.

Our organisation consists of the Chair of the Commission and five Commissioners who are supported by approximately 25 members of staff.

---

### **What is an electoral review?**

An electoral review examines and proposes new electoral arrangements for the whole local authority. These are:

- The total number of councillors to be elected to the council: council size.
- The names, number and boundaries of wards.
- The number of councillors to be elected from each ward.

The review is likely to have implications for the whole local authority not just areas with high levels of electoral inequality.

---

### **Why East Devon**

Electoral reviews look at whether the boundaries of wards or divisions within a local authority need to be altered. We might conduct these reviews either to ensure fairer representation at local government elections after any significant changes in the distribution of electors, or at the request of a local authority for other reasons.

East Devon District Council meets the Commission's criteria for electoral inequality with 28% of wards having a variance of greater than +/-10%, and one wards, Broadclyst having a variance of greater than +/-30% with a variance of 36%

The Commission will also seek to deliver electoral equality for voters in local elections.

A full table of current wards and their variances is appended to this briefing.

# Electoral review process

The electoral review will have two distinct parts:

- **Council size** – before we re-draw ward boundaries, the Commission will come to a view on the total number of councillors to be elected to the council in future. We will come to a conclusion on council size after hearing the council's (and/or councillors') views during the preliminary phase.
- **Ward boundaries** – we will re-draw ward boundaries so that they meet our statutory criteria (see page 9). You will have an opportunity to put forward your ideas in two phases of public consultation.

You, and the communities you represent, can influence the review. Please refer to the timetable on pages 3-4 to find out when you can have your say.

# Part one: council size

**Key date:**

Deadline for council and/or council groups' submission on council size:

**W/C 15<sup>th</sup> August 2016**

The first part of the review will determine the total number of councillors to be elected to the council in the future. We call this 'council size'. We will not consider ward boundaries until we have completed this phase.

By the end of the preliminary stage of the review, we expect the council and/or its political groups, to present the Commission with a case for a council size that they believe is right for their authority.

The Commission will make its judgment on council size by considering three broad areas:

- We will look at the **governance arrangements** of the council and how it takes decisions across the broad range of its responsibilities.
- The Commission will look at the council's **scrutiny functions** relating to its own decision making and the council's responsibilities to outside bodies.
- We will also consider the **representational role of councillors in the local community** and how they engage with people, conduct casework and represent the council on local partner organisations.

If you plan to make a submission to us on council size (whether it's for an increase, reduction or maintaining current arrangements), you should make sure you address these areas and that your view is backed up by evidence.

Below, we explain more about the three areas:

## Governance arrangements

The Commission aims to ensure that councils have the right number of councillors to take decisions and manage the business of the council in an effective way now and in the future.

*To support your view, the Commission is looking for evidence about cabinet and/or committee responsibilities, number of committees and their workload, delegation to officials, other bodies and plans for the future.*

## Scrutiny functions

Every local authority has mechanisms to scrutinise the executive functions of the council and other local bodies. They also have significant discretion over the kind (and extent) of activities involved in that process. In considering

council size, the Commission will want to satisfy itself that these responsibilities can be administered in a convenient and effective way.

*To support your view, the Commission is looking for evidence about the number of councillors your authority needs to hold the decision makers to account and ensure that the council can discharge its responsibilities to other organisations (e.g. other public sector bodies, partnerships, trusts and ).*

### Representational role of councillors

The Commission understands that there is no single approach to representation and members will represent and provide leadership to their communities in different ways. However, we are interested in hearing about the extent to which members routinely engage with communities and how this affects workload and responsibilities.

*To support your view, the Commission is looking for evidence about how councillors interact with their communities, their caseloads and the kind of support they need effectively to represent local people and groups.*

#### **Making an effective representation**

When you put forward a council size, we will assess your number (or range of numbers) against your 15 'nearest neighbour' authorities as set out by CIPFA:

<http://www.cipfastats.net/resources/nearestneighbours/profile.asp?view=select&dataset=england>

If your proposal means that your council size would be well above or below the average of your statistical neighbours, you need to ensure your case for that council size is particularly strong. In some cases, your current council size could put you outside the range of your neighbours so we would need a strong case to retain the *status quo*.

If you want to make sure your case on council size is as strong as possible, you should:

- Make sure you address the three main areas outlined on pages 7 and 8.
- Support your case with evidence e.g. of councillor workload, volume of decisions and councillor representation in the community.
- Ensure that you have taken into account future trends and that the council size you suggest will still be right in future years.
- Find out more about council size in our more detailed guide for councillors and council staff at: <https://www.lgbce.org.uk/policy-and-publications/guidance>

## Part two: ward patterns

### Key dates:

Stage One - public consultation on new ward boundaries:

**27 September – 5<sup>th</sup> December 2016**

Draft recommendations - public consultation

**7<sup>th</sup> February – 3<sup>rd</sup> April 2017**

We will carry out two phases of public consultation when we will invite you to present your proposals for new ward boundaries.

The first phase will be our Stage One consultation which will ask for proposals on new ward boundaries. We will use responses to that consultation to draw up draft recommendations for new boundaries across your area and we will hold a second phase of consultation on those proposals during which time you will be able to comment on them and propose alternatives.

The Commission will draw up new electoral arrangements that provide the best balance of our statutory criteria. The criteria include three main elements:

### Statutory criteria

- **Delivering electoral equality for local voters** – this means ensuring that each councillor represents roughly the same number of voters so that the value of your vote is the same regardless of where you live in the local authority area.
- **Interests and identities of local communities** – this means establishing electoral arrangements which, as far as possible, avoid splitting local ties and where boundaries are easily identifiable.
- **Effective and convenient local government** – this means ensuring that the wards can be represented effectively by their elected representative(s) and that the new electoral arrangements as a whole, including both the council size decision and warding arrangements, allow the local authority to conduct its business effectively.

You should ensure that any proposal you make to the Commission, during either phase of consultation, takes into account the statutory criteria. The most persuasive cases are those that are also supported by evidence. Over the next five pages, you will find further explanation about the types of evidence the Commission usually receives under each of the criteria. This might help you build your own submission.

## **Delivering electoral equality for local voters**

The Commission aims to deliver a pattern of wards where each councillor represents approximately the same number of electors.

We base decisions on the number of electors in a ward and not the total population. The Commission's obligation, set out in law, is to deliver electoral equality where councillors represent a similar number of electors. This could not be achieved if we considered population statistics rather than electoral register totals.

Once the Commission has taken a view on council size, it gives us, and anyone interested in submitting proposals to the review, a clear idea of the target for achieving electoral equality for future patterns of wards.

Although we strive for perfect electoral equality for all wards, we recognise that this is unlikely to be exactly achieved. If you propose a boundary that would lead to an electoral variance for the ward (see exhibit 1), the Commission will need to see evidence that such electoral inequality is justified on the grounds of the Commission's other statutory criteria. The higher the level of electoral variance you are proposing for a ward, the more persuasive your evidence will need to be.

The Commission has an obligation, set out in law, to consider electorate forecasts five years after the completion of the review. The purpose of the forecasts is to try and ensure that the review delivers electoral equality for voters in the longer term. We will work with council officers to draw up realistic forecasts for your authority. Further guidance on how we calculate projected electorates are available on our website at:

[https://www.lgbce.org.uk/data/assets/pdf\\_file/0019/25552/Electorate-Forecasts-Guidance.pdf](https://www.lgbce.org.uk/data/assets/pdf_file/0019/25552/Electorate-Forecasts-Guidance.pdf)

Exhibit 1, over the page, shows how the Commission calculates and presents electoral variances in its reports.

**Table C1 (cont.): Final recommendations for Buckinghamshire County Council**

| Division name                        | Number of councillors | Electorate (2010) | Number of electors per councillor | Variance from average % | Electorate (2017) | Number of electors per councillor | Variance from average % |
|--------------------------------------|-----------------------|-------------------|-----------------------------------|-------------------------|-------------------|-----------------------------------|-------------------------|
| 42 Ridgeway West                     | 1                     | 7,806             | 7,806                             | 0%                      | 7,868             | 7,868                             | -3%                     |
| 43 Ryemead & Micklefield             | 1                     | 7,257             | 7,257                             | -7%                     | 7,735             | 7,735                             | -5%                     |
| 44 Terriers & Amersham Hill          | 1                     | 7,344             | 7,344                             | -6%                     | 7,849             | 7,849                             | -3%                     |
| 45 The Risboroughs                   | 1                     | 7,538             | 7,538                             | -3%                     | 8,202             | 8,202                             | 1%                      |
| 46 The Wooburns, Bourne End & Hedsor | 1                     | 8,333             | 8,333                             | 7%                      | 8,329             | 8,329                             | 3%                      |
| 47 Totteridge & Bowerdean            | 1                     | 7,666             | 7,666                             | -2%                     | 7,584             | 7,584                             | -7%                     |
| 48 Tylers Green & Loudwater          | 1                     | 8,012             | 8,012                             | 3%                      | 8,120             | 8,120                             | 0%                      |
| 49 West Wycombe                      | 1                     | 7,094             | 7,094                             | -9%                     | 7,259             | 7,259                             | -11%                    |
| <b>Totals</b>                        | <b>49</b>             | <b>381,570</b>    | <b>-</b>                          | <b>-</b>                | <b>397,546</b>    | <b>-</b>                          | <b>-</b>                |
| <b>Averages</b>                      | <b>-</b>              | <b>-</b>          | <b>7,787</b>                      | <b>-</b>                | <b>-</b>          | <b>8,113</b>                      | <b>-</b>                |

**Exhibit 1:** shows an extract from our final recommendations report for new electoral arrangements for Buckinghamshire County Council.

You can see from the table how the Commission calculates electoral variances for each proposed division based on the current electorate and forecast electorate.

You can read the full report, which includes the complete table of divisions at:

[http://www.lgbce.org.uk/\\_data/assets/pdf\\_file/0007/10240/derbyshire-final-recommendations-report-2012-08-13.pdf](http://www.lgbce.org.uk/_data/assets/pdf_file/0007/10240/derbyshire-final-recommendations-report-2012-08-13.pdf)

## Interests and identities of local communities

Unlike electoral equality, it isn't possible to measure levels of community identity so we will be looking for evidence on a range of issues to support your reasoning. The best evidence for community identity is normally a combination of factual information such as the existence of communication links, facilities and organisations along with an explanation of how local people use those facilities.

Below are some issues that we often use to assess community interests and identity. You may wish to use some of these examples to tell us why you are putting forward your view:

**Transport links** – Are there good communication links within the proposed ward? Is there any form of public transport? If you are proposing that two areas (e.g. streets, estates or parishes) should be included in the same ward together, how easily can you travel between them?

**Shared interests** – Are there particular issues that affect your community which aren't necessarily relevant to neighbouring areas that might help us determine where a ward boundary should be drawn? For example, many local authorities contain areas which have urban, suburban and rural characteristics. Each of those areas may have different needs and interests though they could be located next to each other. One area might be more affected by urban issues such as the local economy while an adjacent area might be more concerned with local transport matters. We would like to hear evidence about what those issues are and how they mean boundaries should combine or separate the areas in question.

**Community groups** – Is there a residents' group or any other local organisation that represents the area? What area does that group cover? What kind of activities do they undertake and are there any joint-working relationships between organisations that could indicate shared community interests between different geographical areas?

**Facilities** – Where do local people in your area go for shopping, medical services, leisure facilities etc? The location of public facilities can represent the centre or focal point of a community as do some service arrangements such as NHS commissioning groups. We would like to hear evidence from local people about how they interact with those facilities so that we can understand the shape of local communities and the movement and behaviours of their residents.

**Identifiable boundaries** – Natural features such as rivers can often provide strong and recognisable boundaries. Similarly, constructions such as major roads, railway lines or commercial developments can also form well known and effective barriers between communities.

**Parishes** - In areas where parishes exist, the parish boundaries often represent the extent of a community. In fact, the Commission often uses



parishes as the building blocks of wards. Parishes which share a secretariat or other arrangements often fit together well in the same ward.

These are issues you may wish to consider when proposing a pattern of wards or if you are commenting on the Commission's proposals. It is not – and is not intended to be – an exhaustive list of matters the Commission will consider when coming to a conclusion on wards and their boundaries. Similarly, the Commission attaches no specific weighting to any of the issues above when taking decisions. This guide simply intends to provide some prompts for you to be able to have your say.

There are also a number of things the Commission does **not** consider to be strong evidence when it takes decisions. For example, an area's history and tradition may be the basis of a sense of community identity. However, communities change over time and perceptions can vary between individuals as to the nature of those ties. The Commission would need to hear how and why those traditional arrangements reflect communities **now**.

In addition, whilst social and economic data (e.g. from the census or other statistical sources) can tell you a lot about individuals living in an area, it doesn't necessarily explain the nature of communities and is often a poor guide their interests and identities. The Commission considers that this kind of evidence can provide useful background information for an area but we will treat it with caution when proposing new wards.

## Effective and convenient local government

We also consider whether a ward pattern would help deliver effective and convenient local government to people. If you are providing evidence to the Commission, there are a number of issues you might want to consider so that our recommendations can help us meet this obligation.

**Size of ward** – we will look at the geographic size of the ward and try to ensure that it is not so large that it would be difficult for a councillor to represent. Similarly, in urban areas, a ward might be so small in area that its councillor might not be able to contribute effectively to the wider business of the council.

**Ward names** - councils and their communities are usually able to suggest appropriate names for wards that reflect community identities and mean something to local people. In determining names for wards, we aim to avoid causing confusion amongst local electors and ensure that names are distinct and easily identifiable, For example, our preference is for names that are short rather than those which attempt to describe an area exhaustively.

**Internal access** – recommendations for ward boundaries will normally provide for people to move between all parts of the ward without having to venture outside of the ward. This normally means vehicular access by road. However, there may be occasions when parts of a community are linked not by vehicular routes but by footpaths, footways, pedestrianised streets etc. These will be more likely to be acceptable in densely populated residential areas of towns or cities.

**Barriers** – transport links such as roads and railway lines can unite communities or serve to divide them. For example, a parade of shops can act as the focal point for an area but a main road can signify the ward between communities. The Commission will aim to reflect these differences in its recommendations.

**'Doughnut' wards** – we occasionally receive proposals for a pattern of wards which propose an 'inner' ward and an 'outer' ward for a settlement. We will not normally recommend this kind of pattern because the communication links between the north and south of the outer ward are usually poor and we also often find that people in the northern part of the outer ward share higher levels of community identity with residents in the north of the inner ward than with residents in the south of the outer ward. Where we need to divide a settlement or an estate to achieve electoral equality, we will usually seek an alternative to this pattern.

**Detached wards** – the Commission is sometimes presented with proposals to include two geographically separate areas in the same ward. We will not usually accept a proposal of this kind, except in extraordinary geographical circumstances such as for offshore islands, as it is unlikely to meet our criteria for promoting community identity and interests or delivering effective and convenient local government.

## **Number of councillors for each ward**

There is no limit, in law, to the number of councillors that can be elected to represent a ward. However, as a matter of policy, the Commission will not accept a proposal for more than three councillors to represent a ward as we do not think such an arrangement would promote effective and convenient local government or local accountability.

For councils that hold whole-council elections every four years, the Commission is able to propose any pattern of wards that it believes best meets its statutory criteria. This is usually a mixture of single-, two- and three-member wards.

Councils that elect by whole-council election are able formally to request a single-member ward review. Such a request must be made to the Commission before the start of the Stage One consultation (see page 3). In a single-member ward review, the Commission will have a presumption in favour of a uniform pattern of single-member wards for the whole local authority.

# How to have your say

An electoral review is a consultative process. You, and your community, can influence the outcome. We have an open mind about adopting proposals from groups or individuals that are supported by evidence and complement the statutory criteria.

In addition to the preliminary phase of the review, when we gather information about the council and assess your views on council size, we will hold at least two phases of public consultation.

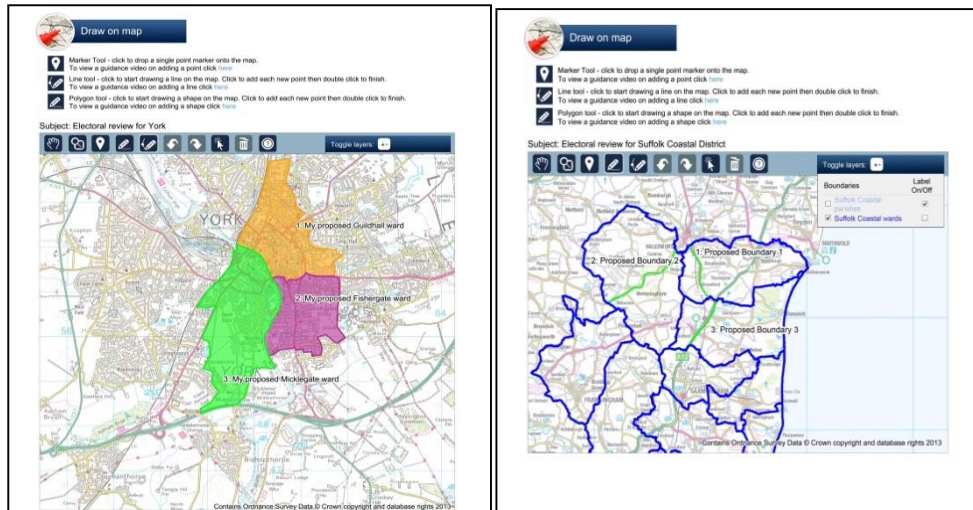
We encourage councillors to take part in each phase of consultation, as individuals or as groups, and we hope that elected members can also encourage communities to take part in consultation.

We are only able to consider evidence that is made to us in writing as all decisions are taken by formal meetings of the whole Commission. The best evidence includes the reasons why you agree with our proposals or why you disagree with them. If you do not think our proposals are right for your area, we would welcome alternative suggestions for boundaries that meet our criteria.

There are several ways in which you can keep up to date with the progress of the review and to have your say:

**Website:** you can keep track of the electoral review for your area through our website at [www.lgbce.org.uk](http://www.lgbce.org.uk). We set up a dedicated web page for each review where you will find details of its timetable, our reports, maps, proposals and guidance. You can comment on our proposals directly through our website or by emailing: [reviews@lgbce.org.uk](mailto:reviews@lgbce.org.uk). And you can write to us at the address shown on the contacts page (see page 25). We also publish all the submissions we receive so you can see what kind of evidence we relied on to make our decisions.

**Interactive consultation portal:** the portal allows you to view and interact with our maps as well as comment on our proposals directly. By logging on to [consultation.lgbce.org.uk](http://consultation.lgbce.org.uk) you will be able to view our proposals down to street level, draw your own pattern of wards or annotate the maps to tell us about the nature of community interests and identities in your area. Over the page, you can see what the site looks like and how you might be able to put forward your views.



Log on to [consultation.lgbce.org.uk](http://consultation.lgbce.org.uk) to find out how you can interact with our mapping

**Parishes and/or residents groups:** if your area has parish councils, we will offer to hold a briefing meeting locally at the start of an electoral review with representatives of the parishes. Alternatively, we will consider offering a briefing meeting for residents associations at the start of a review to brief them on the process.

**Members of Parliament:** the Commission offers to brief all local MPs at each phase of consultation and will keep them updated on the progress of the review.

**Lead commissioner:** one of our commissioners will be appointed as lead commissioner for the review and will represent the Commission in meetings with the council though all decisions are taken by the Commission collectively. The lead commissioner and key staff will also conduct at least one tour of the local authority area to assess the issues 'on the ground' and areas of contention as we draw up recommendations.

**Publicity:** we will issue a press release at every stage of an electoral review to local press and media to encourage engagement in the process by local people. We will also ask the council to publicise the review. We will produce posters at each stage to be displayed in council offices, libraries and by local organisations and we will ensure that we produce hard copies of all our reports and maps for display in council buildings and libraries for those who do not have internet access. Follow us on Twitter [@LGBCE](https://twitter.com/LGBCE).

**Community groups:** at the start of a review, we will ask your local authority for information and contact details for local community groups and organisations that might be interested in the review and who might also wish to contribute to it. We will write to all those groups with information about the review at each stage and invite evidence from them. We will also ensure that we make contact with local organisations that represent minority groups that might otherwise have been excluded from the consultation process. We will provide translations and accessible versions of our material on request.

### **Making an effective representation**

A persuasive representation to the Commission will usually:

- **Be submitted at the right time.** If you have a view on division boundaries, don't just wait until we have published draft recommendations. Make a submission during the Stage One consultation to ensure we can build in your proposal at the earliest possible stage.
- **Take account of our statutory criteria** (see page 9). The Commission will judge all submissions, and make recommendations, based on those criteria.
- **Consider the consequences of the proposal across the wider area.** Most proposals will have a knock on effect elsewhere in the borough.
- **Be based on evidence.** Tell us *why* your view should be accepted and *how* your suggestion meets the criteria.
- **Suggest an alternative.** If you are objecting to a proposal, tell us where we should draw the boundaries.

Finally, the Commission welcomes submissions that support its recommendations as much as those that propose alternatives. It is very likely that people who oppose our draft recommendations will get in touch with the Commission to put forward their alternative proposals. So, if you support our recommendations, you should make sure you tell us so that we can balance the evidence.

# Recent reviews

The Commission's rolling programme of reviews means that many other local authorities have been through the process in recent years. You may find their experiences useful for a number of reasons:

- Read their council size submissions to find out what arguments they put to the Commission and the evidence they provided.
- Find out how councils put their ward patterns together and which proposals the Commission found persuasive.
- Look at the submissions we received from groups and individuals during consultation.

Our website includes dedicated web pages for all previous electoral reviews and you can read all the evidence we received as well as our draft and final recommendations reports.

Some specific examples of previous reviews include:

## **North West Leicestershire**

The Commission carried out a single member ward review of North West Leicestershire to deliver electoral equality for voters in local elections following a request from the council. The Local Democracy, Economic Development and Construction Act 2009 allows local authorities to request the Commission to carry out an electoral review with the aim of providing single-member wards across the whole authority.

Our review aims to ensure that each North West Leicestershire councillor represents roughly the same number of voters and that ward boundaries reflect the interests and identities of local communities.

You can find all the submissions, reports and maps associated with the review at:

<http://www.lgbce.org.uk/current-reviews/east-midlands/leicestershire/north-west-leicestershire-fer>

## **South Hams**

The Commission carried out an electoral review of South Hams to deliver electoral equality for voters in local elections. The district currently has relatively high levels of electoral inequality where some councillors represent significantly more, or fewer, than other member of the council. The situation means that the value of your vote varies depending on where you live in South Hams.

Our review aims to ensure that each South Hams councillor represents roughly the same number of voters and that ward boundaries reflect the interests and identities of local communities.

Read all the papers here:

<http://www.lgbce.org.uk/current-reviews/south-west/devon/south-hams-fer>

# Frequently asked questions

## **What characterises a good electoral review?**

The best electoral reviews are those where the council and councillors have engaged with the process at an early stage.

On council size, authorities that have thought seriously about how they want to manage the business of the council and represent local people for the long term, usually put forward strong submissions.

Where local authorities and/or members have put together a ward pattern that meets our statutory criteria and where the proposals are supported by evidence, we tend to be able to draw up recommendations that are largely built on consensus.

Councils that have been able to gain input from local groups and individuals on their proposals usually put forward a strong submission especially where it is supported by evidence.

## **What don't you consider in an electoral review?**

Polling districts, school catchment areas, addresses and postcodes are not matters the Commission will take into account when drawing new ward boundaries. Although some existing wards may have strong boundaries and reflect local communities, we start with a clean sheet of paper when drawing up recommendations.

We take no account of parliamentary constituency boundaries (see below for more details).

Similarly, we do not take into account possible political implications of our recommendations.

## **Why can't you consider boundaries at the same time as the number of councillors?**

The Commission will make a judgment on council size before we consider ward boundaries. This means that everybody who wishes to take part in the consultation will know the optimum number of electors per councillor which we need to achieve to deliver electoral equality in our pattern of wards. If you do not know the total number of councillors who will be elected to the council, it makes it very difficult to come up with a proposal for a ward pattern that will deliver this crucial statutory criterion.

On some occasions, the Commission will alter its view on council size in its draft or final recommendations by one councillor if that number provides for a scheme of wards which better reflects our statutory criteria.



### **How much will the review cost?**

The Commission does not charge local authorities to undertake an electoral review and our funding is agreed by the Speaker's Committee in the House of Commons.

Every review is different and some are more resource intensive than others. For example, a county will require more resources than a small district in terms of the quantity of maps, time spent drawing up recommendations and consultation materials.

Like most other public sector organisations, the Commission is under an obligation to reduce costs. Since 2010, the Commission has reduced its budget by around 30% in real terms and will make further savings in the coming years.

### **My ward has the right number of electors already. Will it change?**

Changes to wards are usually extensive in every review we conduct. For example, if we propose to change council size in a significant way, it is unlikely that your ward will then contain the optimum councillor: elector ratio. In addition, the knock on effects of changing boundaries in one part of the local authority can have an impact elsewhere which usually leads to substantial changes.

If you wish to retain an existing boundary, you should tell us why such an arrangement complements the statutory criteria.

### **Will you look at the external boundaries of the council?**

No. The electoral review will only consider internal ward boundaries. External boundaries can only be changed through a different type of review: a Principal Area Boundary Review (PABR).

More details on PABRs can be found on our website at [http://www.lgbce.org.uk/\\_data/assets/pdf\\_file/0018/24930/PABR-Guidance-06052015.pdf](http://www.lgbce.org.uk/_data/assets/pdf_file/0018/24930/PABR-Guidance-06052015.pdf)

### **Will parliamentary constituency boundaries be affected?**

Reviews of constituency boundaries are the responsibility of the Boundary Commission for England which is a separate body and operates under different legislation. You can find out more about their work on their website at: [boundarycommissionforengland.independent.gov.uk/](http://boundarycommissionforengland.independent.gov.uk/).

The Commission has no obligation to consider constituency boundaries as we draw up recommendations. As such, there is a possibility that new wards could cross constituency boundaries.

## **Will parishes be affected?**

We have no powers to alter the external boundaries of local parishes. However, if our recommendations propose to divide parishes between wards, we will alter the electoral arrangements of that parish to create parish wards. We can also make changes to the years in which parish council elections take place so that they do so in the same years as borough elections in their associated wards.

More information about possible implications for parishes are set out in our technical guidance:

[http://www.lgbce.org.uk/\\_data/assets/pdf\\_file/0006/10410/technical-guidance-2014.pdf](http://www.lgbce.org.uk/_data/assets/pdf_file/0006/10410/technical-guidance-2014.pdf)

## **Can the council veto your recommendations?**

No. We will work consultatively with you throughout the review and seek to build consensus. However, the final recommendations of the review are those of the Commission. After we publish our final recommendations, we will lay a draft order – the legal document that seeks to implement the recommendations – in both Houses of Parliament. It is up to Parliament to approve or reject that draft order before it is implemented.

## **Will you hold public meetings and/or meet with political groups during the process?**

We will always brief a meeting of the full council in the early stages of the review. We will also offer a briefing meeting with local parishes and/or residents groups.

During the rest of the review, we will not usually offer to meet any groups or individuals. We try to ensure that everyone has an equal chance of influencing the Commission during consultation and, as such, we do not want to be seen to favour any group by holding meetings to which other interested parties do not have access.

## **Why don't you consider the population of wards and not just the electorate?**

The Commission has a statutory obligation under the *Local Democracy, Economic Development and Construction Act 2009* 'to secure that the ratio of the number of local government electors to the number of members of the council to be elected is, as nearly as possible, the same in every electoral area of the council'. This means that we can only consider the number of local government electors when we draw up boundaries which will deliver electoral equality.

### **In what forms do you accept submissions?**

The Commission only accepts submissions which are made in writing by hard copy, email or through our website. The Commission takes decisions collectively and will consider every submission received before coming to a conclusion.

You can also use our consultation portal to draw your own boundaries and submit them directly to the Commission. You are strongly advised to include an explanation of why the boundaries you are putting forward are appropriate and complement our statutory criteria.

Submissions to the Commission are rarely persuasive if they are not supported by an explanation of how the proposal meets the Commission's statutory criteria. As such, petitions which simply object to a proposal do not usually constitute strong evidence on which the Commission can base alternative recommendations. In the same way, resolutions of council which do not provide for alternative arrangements that are supported by a rationale will not normally prove to be persuasive.

### **To what extent do you change your recommendations during the process and as a result of consultation?**

Since the establishment of the Commission as a stand-alone body in April 2010, the Commission has made amendments to its draft recommendations in most cases as a result of submission received during consultation. We consider every submission and believe the electoral review process is strongest where local authorities have engaged in it.

### **How will you involve local people in the review?**

We will engage with local press and media at every stage of consultation through press releases and social media. We also publish all relevant information on our website, including every submission we receive. Our online consultation portal allows users of the site to draw their own boundaries and engage in the process in a detailed way.

If your area has parishes, we will engage directly with them through a briefing meeting and via correspondence to alert them to each phase of consultation. Similarly, we have asked the council for their help in identifying local residents groups and organisations so we can write to them with advice and guidance on the review.

We have also asked the council to help us publicise the review by using its own communication channels with residents and local groups and we will provide posters to display in council buildings. We hope elected members can also use their networks to engage communities in the process.

# Contacts

The key contacts for the electoral review of East Devon District Council are:

Mark Cooper – Review Officer  
[mark.cooper@lgbce.org.uk](mailto:mark.cooper@lgbce.org.uk)  
Tel: 0330 500 1272

Lucy Ward – Review Manager  
[Lucy.ward@lgbce.org.uk](mailto:Lucy.ward@lgbce.org.uk)  
Tel: 0330 500 1281

---

If you want to send in a submission on the review:

Address:

Review Officer (East Devon)  
LGBCE  
14<sup>th</sup> Floor  
Millbank Tower  
London  
SW1P 4QP

Send us views directly through the  
online consultation portal:  
[consultation.lgbce.org.uk](http://consultation.lgbce.org.uk)

Website:  
[www.lgbce.org.uk](http://www.lgbce.org.uk)

Email:  
[reviews@lgbce.org.uk](mailto:reviews@lgbce.org.uk)

Twitter:  
[@LGBCE](https://twitter.com/LGBCE)

---

Further reading:

Our website: [www.lgbce.org.uk](http://www.lgbce.org.uk) – here you will be able to find the dedicated web page for your review which will tell you the timetable, representations received and all reports, maps and other information on the review.

Our consultation portal: [consultation.lgbce.org.uk](http://consultation.lgbce.org.uk) – here you can have your say directly at each stage of public consultation. Interactive maps will be available as we prepare new boundaries where you can draw your own wards and send them to us.

Technical guidance:

[http://www.lgbce.org.uk/\\_data/assets/pdf\\_file/0006/10410/technical-guidance-2014.pdf](http://www.lgbce.org.uk/_data/assets/pdf_file/0006/10410/technical-guidance-2014.pdf) - is our formal guidance on electoral reviews.

Council size guide:

[http://www.lgbce.org.uk/\\_data/assets/pdf\\_file/0013/10390/council-size-guide.pdf](http://www.lgbce.org.uk/_data/assets/pdf_file/0013/10390/council-size-guide.pdf) - a more detailed guide on how to approach council size which includes some prompts to stimulate debate.

## Wards in East Devon

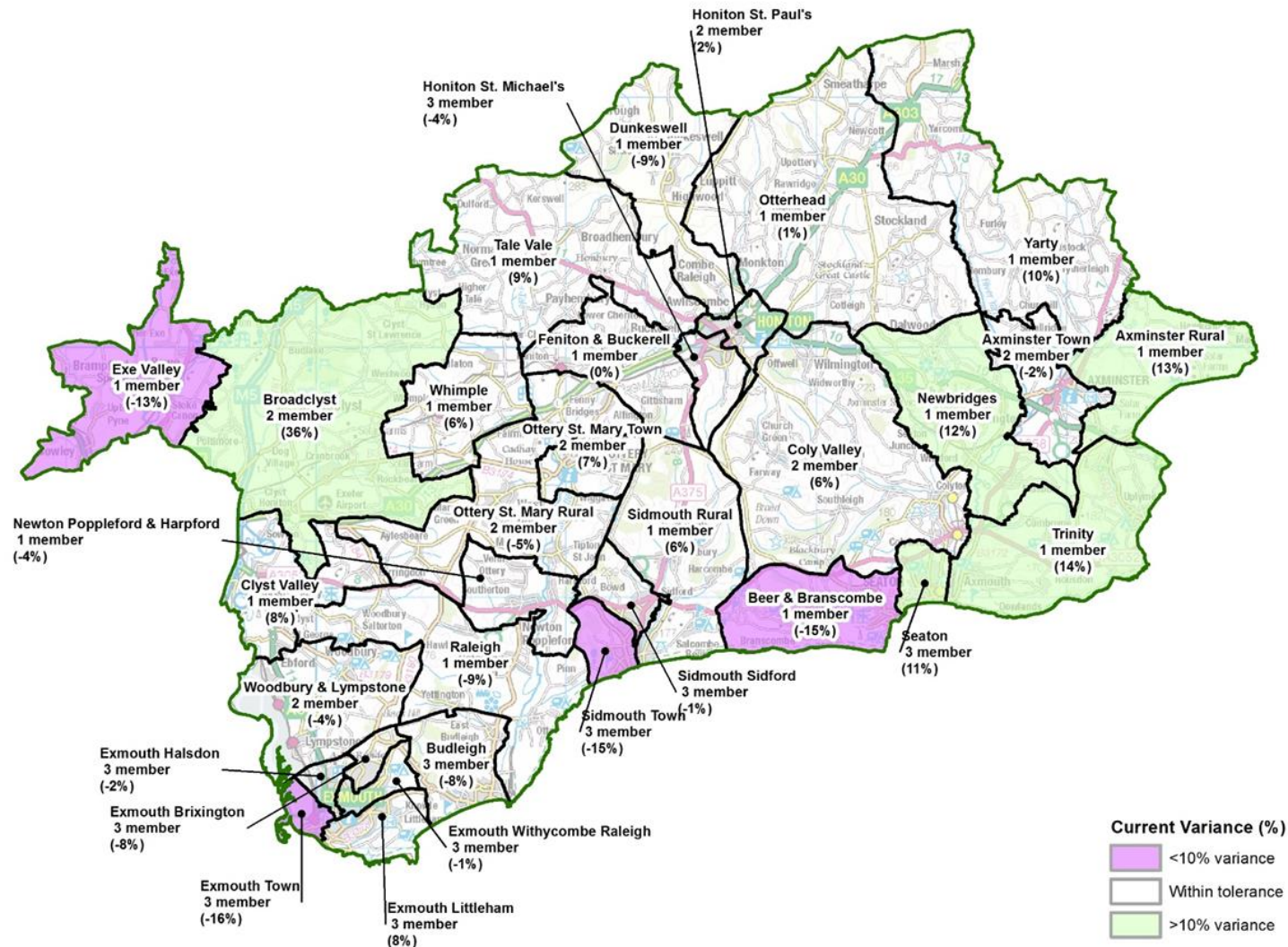
| Name of ward                   | Cllrs | Electorate 2014 | Variance 2014 |
|--------------------------------|-------|-----------------|---------------|
| Axminster Rural                | 1     | 1,966           | 12.8%         |
| Axminster Town                 | 2     | 3,415           | -2.0%         |
| Beer and Branscombe            | 1     | 1,478           | -15.2%        |
| Broadclyst                     | 2     | 4,729           | 35.6%         |
| Budleigh                       | 3     | 4,835           | -7.5%         |
| Clyst Valley                   | 1     | 1,873           | 7.5%          |
| Coly Valley                    | 2     | 3,686           | 5.7%          |
| Dunkeswell                     | 1     | 1,590           | -8.8%         |
| Exe Valley                     | 1     | 1,517           | -13.0%        |
| Exmouth Brixington             | 3     | 4,819           | -7.8%         |
| Exmouth Halsdon                | 3     | 5,142           | -1.7%         |
| Exmouth Littleham              | 3     | 5,643           | 7.9%          |
| Exmouth Town                   | 3     | 4,379           | -16.3%        |
| Exmouth Withycombe Raleigh     | 3     | 5,163           | -1.3%         |
| Feniton and Buckerell          | 1     | 1,738           | -0.3%         |
| Honiton St. Michael's          | 3     | 5,020           | -4.0%         |
| Honiton St. Paul's             | 2     | 3,563           | 2.2%          |
| Newbridges                     | 1     | 1,955           | 12.2%         |
| Newton Poppleford and Harpford | 1     | 1,681           | -3.6%         |
| Otterhead                      | 1     | 1,766           | 1.3%          |
| Ottery St. Mary Rural          | 2     | 3,302           | -5.3%         |
| Ottery St. Mary Town           | 2     | 3,716           | 6.6%          |
| Raleigh                        | 1     | 1,591           | -8.7%         |
| Seaton                         | 3     | 5,827           | 11.4%         |
| Sidmouth Rural                 | 1     | 1,840           | 5.6%          |
| Sidmouth Sidford               | 3     | 5,190           | -0.8%         |
| Sidmouth Town                  | 3     | 4,442           | -15.1%        |
| Tale Vale                      | 1     | 1,892           | 8.5%          |
| Trinity                        | 1     | 1,988           | 14.0%         |
| Whimple                        | 1     | 1,846           | 5.9%          |
| Woodbury and Lympstone         | 2     | 3,343           | -4.1%         |
| Yarty                          | 1     | 1,908           | 9.5%          |

|                                   |       |                                 |         |
|-----------------------------------|-------|---------------------------------|---------|
| Number of Wards > 10%             | 9     | % Wards > 10%                   | 28 %    |
| Number of Wards > 20%             | 1     | % Wards > 20%                   | 3 %     |
| Number of Wards > 30%             | 1     | % Wards > 30%                   | 3 %     |
| Number of Wards > 40%             | 0     | % Wards > 40%                   | 0 %     |
| Overall no of single-member wards | 15    | Overall number of wards         | 32      |
| Overall number of 2-member Wards  | 7     | Overall number of Councillors   | 59      |
| Overall number of 3-member Wards  | 10    | Overall Electorate              | 102,843 |
|                                   |       | Overall Electors per Councillor | 1,743   |
| Overall Outlier (+)               | 35.6% | Overall Outlier (-)             | -16.3%  |



# Map

The existing electoral arrangements for East Devon District Council are included on the map below. We have included the current electoral variances on the map to give you an idea of how wards might need to change during the review.



**Report to:** Cabinet  
**Date of Meeting:** 13 July 2016  
**Public Document:** Yes  
**Exemption:** None  
**Review date for release:** None



**Agenda item:**

**Subject:**

## Heart of the South West Formal Devolution Bid

**Purpose of report:**

This report seeks approval to sign up *'in principle'* to the pursuit of a Devolution Deal and the creation of a Combined Authority for the Heart of the South West sub-region to administer the powers devolved through the Deal. An *'in principle'* agreement from all of the authorities, partners and MPs involved in the Heart of the South West devolution process will open up negotiations with Treasury to work towards a deal.

**Recommendation:**

That Cabinet recommend Full Council to:

1. Endorse the Leader's current approach to devolution and agree to sign up to the principle of creating a Combined Authority for the Heart of the South West, as set out in the Prospectus for Productivity, as the basis for negotiation with Government towards a Devolution Deal for the area;
2. Note that giving this endorsement does not commit the Council to entering into a Devolution Deal or becoming a member of a Heart of the South West Combined Authority. This would be subject to future debate and agreement by the Council and subject to negotiations with Government.

**Reason for recommendation:**

These recommendations seek to gain authority to pursue solutions that help the Council maximise the potential opportunities of devolution. They do not commit the Council to a formal devolution deal, only to the principle of a combined authority to open up negotiations with Government.

At this stage of the process the Council is not required to take decisions on the detail of future service provision but rather to be actively aware and involved in discussions.

**Officer:**

Mark Williams, Chief Executive

**Financial implications:**

Each of the partner councils S151 officers will be involved in the development of the draft deal and the investment framework that would support a Combined Authority. This will allow each partner Council and the Partnership as a whole to understand the financial implications of any Devolution deal.

**Legal implications:**

Each of the partner Councils legal teams will be involved in the development of the draft deal and the structure of a Combined Authority for the Heart of the South West. This will allow each partner



Council and the Partnership as a whole to understand the legal implications of any Devolution deal.

**Equalities impact:**

Low Impact

None at this stage however the whole population of our authority could be affected by a devolution deal. Any final devolution deal with government will be subject to further approval / ratification by all partners, and will require other implications and impacts to be considered at that stage.

**Risk:**

Low Risk

The involvement of technical specialists such as S151 officers and legal advisers in the development of any draft deal and combined authority model will help to understand the risk implications for the Council and the wider partnership. A risk register will be developed to sit alongside the development of the draft deal and the combined authority.

**Links to background information:**

- [Cabinet agenda 6 April 2016](#)

**Link to Council Plan:**

Devolution potentially covers a wide range of services and plans. The detail of these will develop as formal proposals are developed, negotiation with Government takes place, and the final devolution deal is put into place.

## Report in full

Devolution for the Heart of the South West (HotSW) is being led by the Leaders of Somerset and Devon County Councils, all Somerset and Devon Districts, Torbay Council, Plymouth City Council, Dartmoor and Exmoor National Parks, the Local Enterprise Partnership and the three Clinical Commissioning Groups

Our shared Devolution Statement of Intent was submitted to Government on 4 September in response to announcements in the July Budget and a deadline set by the Chancellor of the Exchequer.

Since September, work has progressed on the completion of a HotSW Prospectus for Prosperity (previously circulated) that builds on the three basic ambitions to unlock productivity, improve health, care and wellbeing and improve connectivity and resilience. A number of thematic groups were established to develop the detail for the proposition.

- Health, social care and wellbeing
- Skills and employment
- Business support
- Infrastructure, Resilience and connectivity
- Housing and planning
- Governance

Our Prospectus for Prosperity was submitted to Government at the end of February 2016. Since then the Partnership has pressed the Secretary of State to enter into discussion with its negotiation team to secure a deal for the Heart of the South West. Following an invitation from the Secretary of State, on the 25th May 2016, leaders from the upper tier authorities met with the Greg

Clarke, Secretary of State for the Department of Communities and Local Government to seek his view on our next steps forward.

The Secretary of State made the following comments:

- **Geography** – the Devon and Somerset area is agreed as the appropriate scale. The proposal must clearly demonstrate why this is the right geography for the Devolution agreement and all councils and MPs must support the proposal.
- **Combined Authority** – the Partnership will move forward into the negotiation process based on a Combined Authority model. The Mayoral issue may be considered at a later stage, within the timeline agreed by our Partnership. A Mayor will not be imposed or be a pre-condition of any initial deal.
- **Extent of the deal** – areas that have agreed to have a Mayor will get more powers than a non-Mayoral Combined Authority deal. However, the negotiation process will be an opportunity to push the limits of this initial deal, and the process should be viewed as being incremental
- **Timeline** – we will still work towards an Autumn Statement timeline for the announcement of an initial deal
- **Growth Deal 3** – the LEP would not be penalised in Growth Deal 3 negotiations because the area does not have a Devolution deal with a Mayor. The decision for allocation will be based purely on the quality of the Growth Deal bid.

The Secretary of State went on to advise that if the Partnership, backed by each Council and MPs, would sign up to the principle of creating a Combined Authority by the end of July 2016 he would arrange for the Treasury to open up negotiations towards a deal.

This report seeks approval to sign up *'in principle'* to the pursuit of a Devolution Deal and the creation of a Combined Authority for the Heart of the South West sub-region to administer the powers devolved through the Deal. An *'in principle'* agreement from all of the authorities, partners and MPs involved in the Heart of the South West devolution process will open up negotiations with Treasury to work towards a deal.

Any final devolution deal with government will be subject to further approval / ratification by all partners individually. A Heads of Terms document will be used as a negotiating tool to seek additional powers and funding to accelerate the delivery of 163,000 new jobs, 179,000 new homes and an economy of over £53bn GVA by 2030.

It should be noted that there is no intention for the Combined Authority to take existing powers or funding from local authorities, or existing city deal governance structures, without the explicit agreement of those constituent local authorities. More detailed work will be undertaken to identify the decision making powers and the constitution of the Combined Authority, and all partners will be fully involved and consulted on these arrangements as they develop.

Any final devolution deal with government will be subject to:

- Further approval / ratification by all partners
- Consultation, as appropriate, before delivery of parts of the deal.

## Combined Authority - Briefing Sheet

Combined authorities (CAs) were introduced under in the [Local Democracy, Economic Development and Construction Act 2009](#) ('2009 Act'), amended by the Cities and Local Government Devolution Act 2016. The Heart of the South West partnership has developed this briefing note as a simple explanation of both a Mayoral and Non-Mayoral Combined Authority (CA). In line with the briefing note sent out at the end of May 2016, the partnership is considering the creation of a non-Mayoral CA.

### What is a Combined Authority (CA)?

England has one of the most centralised governance systems in the world. By creating a CA, the Heart of the South West partnership aims to draw down a range of new strategic powers and funding from central Government, through a Devolution deal, and make decisions based on local not national priorities.

A CA can be set up by two or more local authorities. It is a legal structure recognised as a single body and with one representative from each member authority, operating on either a Leader and Cabinet or Committee structure. A Mayoral CA would have a directly- elected Mayor.

The 2016 Act removes previous limitations on the powers the CA can exercise and permits the Secretary of State to transfer a wide range of statutory functions or functions of public bodies to CAs, the only qualifications on this relate to the transfer of health service functions. The extent of the powers transferred depend on the Devolution deal agreed with Government. The Secretary of State has been, to date, clear that a Mayoral CA model would draw down more extensive powers. Examples of some of the functions undertaken by CAs can be found on the Devolution Register or on existing CA sites:

- [Greater Manchester Combined Authority](#)
- [Sheffield City Region](#)
- [Liverpool City Region](#)

### How would it impact on my Council?

The CA does not replace existing councils, it just allows the members of the CA to draw down a range of powers and funding from Government they would not be able to access within their individual authorities. It means that local politicians could have greater control over decision making traditionally held in Westminster - the extent of those powers would be determined by the Devolution deal.

### What is the process for setting up a CA?

There are a number of routes to establish a CA:

- 2009 Act – requires the authorities to carry out a governance review and publish a scheme recommending the creation of a CA.. This requires the consent of the authorities involved

in the scheme and the Secretary of State will agree to make an Order under the Act to create the CA

- 2016 Act – the Secretary of State can establish a CA if the councils in the area consent. The Secretary of State must hold public consultation if this has not been undertaken locally. The Secretary of State needs to be satisfied that the CA is likely to “*improve the exercise of statutory functions*” in the area.
- An existing CA – can be changed into a mayoral CA via a further order of the Secretary of State. Any authorities that do not consent must be removed from the CA when the elected Mayor is established.

The governance review is important in determining the best model of CA for the area and this would be described in the scheme. In a non-mayoral CA the constituent members would need to decide if they wanted a Leader and Cabinet or a Committee model for the CA.

### **Can the membership of a CA be changed?**

It is possible for councils to leave or for new councils to join a CA, but Government agreement is required to amend or dissolve the CA.. If a local authority wished to leave the CA, a new review of governance arrangements would have to take place, and a revised scheme would need to be published, before the Statutory Order could be amended.

### **What is a Mayoral CA?**

A Mayoral CA is a new variant introduced under the 2016 Act and is different to the elected Mayors that a number of councils already have in place, such as Torbay.

Up until recently, the Mayor of London had a unique position within English local government, with powers over strategic planning, transport, fire and emergency planning, policing and crime, and economic development over all of London, together with an elected 25-member London Assembly with scrutiny powers. The remaining local government functions in London are performed by the 32 borough councils.

Through Devolution deals a number of areas have agreed to have a directly elected Mayor and a CA in return for a range of additional powers. An example of this is Greater Manchester Combined Authority (GMCA). It will have a different model from London as they will operate a Cabinet model CA, where all GMCA leaders have a clear portfolio of responsibilities that will act as a supporting and advisory function to their Mayor and CA in respective policy areas.

In this example the Mayor will need to consult the Cabinet on his/her strategies which it may reject if two-thirds of the Members do not agree. Some functions such as the Statutory Spatial Framework will need to be approved by a unanimous vote of the Cabinet. Elections for the GMCA Mayor will take place in May 2017.

### **More information**

**House of Commons Briefing Paper on Combined Authority – February 2016**

<http://researchbriefings.files.parliament.uk/documents/SN06649/SN06649.pdf>

## Communications Plan 2016-2020

### Addressing local priorities

This plan aims to deliver effective communications to our customers. We strongly believe that customers who are informed about our services and benefits are more positive in their view of the Council than those who are not so informed.

Our Council Plan outlines that we will 'continuously improve to be an outstanding council' and that we will 'prioritise keeping our residents informed'.

This communication plan will support the communication of the priorities and outcomes in the Council Plan:

- Encouraging communities to be outstanding
- Developing an outstanding local economy
- Delivering and promoting our outstanding environment
- Continuously improving to be an outstanding council

### Principles underpinning this action plan:

- Communication and reputation management is a top-table issue
- It's about avoiding the 'barking mad' by thinking about everything we do and everything we say/don't say from a reputation management perspective
- Stop talking about 'they' and start talking about 'we'!
- We are all responsible for reputation management and communications.
- We think about different audiences: residents, members, officers, towns and parishes, partners, business groups.

### Other important priorities in our Communications Plan

We will:

- 1 continue to keep our website up to date using our adopted principles so that the information clear and easy to find
- 2 write policies and strategies for intranet and web
- 3 involve residents in deciding what good public services means to them
- 4 make the most of opportunities for communities and councils to improve their local areas
- 5 tailor our communications to specific audiences using different ways to suit different people (for example, some people prefer social media whereas others prefer a newsletter so we will take this into account and monitor how effective we are)
- 6 Rigorous use of Communication and Consultation Plans at the outset of larger projects.

## Internal communications

We know that our employees are our most important asset and great ambassadors for the council. Employees are more engaged when they receive good communication and are actively involved in shaping the council and its services. Our internal communication will continue to ensure that we can attract and retain great people and that they are fully engaged with the council and its future.

## Communications Plan

### 1 Purpose and scope of the communications plan

This plan aims to ensure we have good communications which improve residents' lives, keep them informed and help them access services more easily.

This plan will help develop EDDC's brand so that it becomes instantly recognisable and synonymous with our council plan priorities, values and key drivers of great customer service and value for money services in an outstanding place.

The more we involve and tell people about what we are doing and why, the better more informed they will feel. We have a great story to tell and we need to tell it well – this means effectively and consistently.

### 2 How we will get the message out there

#### Different publications and different ways of communicating

Our communications plan will be informed by the Council plan and individual service plans as well as the forward plan which will identify key emerging service issues. The following are regular ways that we will use to tell our residents how we are progressing against the council priorities.

#### Electronic media

- Corporate website [www.eastdevon.gov.uk](http://www.eastdevon.gov.uk) – redesigned in 2015 to place the emphasis on a clean look with powerful search tools containing information on the council, its strategies and its services; as well as all press releases, council meetings, digital magazines and performance information.
- Targeted audience-led information delivered in a way that allows customer subscribe specifically to parts of the website that they are particularly interested in. This is through GovDelivery.

#### Social media

We have determined that whilst social media should not be used as an end in itself it is an ideal platform to achieve specific campaign objectives with particular audience groups and allows us to get messages out there quickly. We are aware that it is becoming an increasingly important channel to reach our audiences and generate awareness.

We will use social media to:

- Respond to concerns about the council's policies and services and engage in debates about service provision where we consider it appropriate.
- Target hard to reach and single issue groups such as young people who are heavy web users.
- Update Facebook with our press releases.
- Create opportunities to engage with our customers in different ways by asking staff who are 'out there' to connect to communities through social media. Our staff are the 'story tellers' and can engage with their customers through social media.

Printed media:

- Media management through press releases, statements and briefings.
- Annual council tax booklet produced in partnership with Devon County Council.
- Corporate publications such as Council Plan, Annual Report, Knowing East Devon.
- Service information which includes guides and leaflets about council services.
- Consultation documents on key issues.

Broadcast media:

- Arranging television and radio interviews with local and national media.

Marketing:

- Careful positioning and branding of the council's logo.
- Poster campaigns in the council's buildings and public toilets.
- Advertising in local media for public notices and service/events promotion.
- Theme signage which aligns to our values and brand.
- Marketing our services and East Devon as an outstanding place to live and visit.

Face to face:

- Regular meetings between Chief Executive and Town and Parish Councils.
- Regular meetings with business community.
- Councillor meetings with community groups both within and outside their patch.

Getting important messages and information to Members:

- The Knowledge
- Welcome day events for new members.
- Communication briefings for Members.
- Special briefings on particular projects.

Communication champions and web authors

This is an internal network of communication champions and web authors representing each service area who act as the eyes and ears of the communications team, ensuring that important issues and dates are flagged up early and that their



service areas are maximising opportunities for managing the council's reputation through good news stories.

Keeping our staff informed and happy in their jobs:

- Team Brief – a monthly publication of important corporate news and information.
- Mark my Words – a regularly updated intranet message for staff from Mark Williams, Chief Executive.
- News and Views 1 and 2 – face to face round-up for managers of important corporate news and information and an opportunity to debate key issues.
- Staff awareness seminars – annual update from our Chief Executive
- Special staff updates and WorkSmart Workshops.
- Communication of important policies using the intranet.
- Focus groups for staff feedback.
- Intranet discussion forum.
- Annual staff engagement survey.

### **3 How we tailor our communications**

Our corporate communications work will be supplemented by campaigns which are audience led. Understanding our audiences is vital so that we can address specific needs and tailor our messages and the channels we use to communicate.

These audiences include:

- Engaged citizens
- Members
- Young people
- Older people
- Towns and Parishes
- Tenants and lessees
- Private sector housing customers
- Staff
- Businesses
- Planning community
- Partner organisations including community/voluntary sector

#### **Creative team – a shared service**

Our creative and design team aims to deliver high quality creative concepts and help drive the e-communications agenda, by assisting the campaigns team across all its projects and providing support to the media relations and digital communications team to deliver a great customer experience using our website.

The creative teams in Strata and Communications will form a 'virtual' team to provide a cohesive design service to support all corporate campaigns. This includes idea generation and provision of print-ready and web-ready artwork.

The creative team will develop a house-style which will ensure that all our communications are in plain English, that they meet our visual guidelines and that they enhance our brand awareness.

#### **4 Outcomes**

Through delivery of the communications plan, EDDC will inform its residents and other key stakeholders with information that they need. Research shows that well informed residents are happier residents.

#### **5 Who is responsible for delivery?**

The Strategic Lead Organisational Development and Transformation is responsible for updating this plan document and the Communications Team, Strategic Management Team, senior officers and Members are responsible for driving the communications agenda. As ambassadors for the council it is vital that all staff and councillors are aware of the council plan, purpose and priorities so they can contribute to consistently promoting the council. Internal communications will continue to be a high priority at EDDC helping to foster a culture that supports staff engagement.

#### **6 Performance monitoring**

Tracking satisfaction with our services is vital to understand our achievement against objectives. This will be monitored through our bi-annual Viewpoint Survey. In addition, the New Reputation Campaign ([www.lga.gov.uk/reputation](http://www.lga.gov.uk/reputation)) set out a number of opinion measures that can be collated to evaluate the reputation of a council. The tables in Appendix one and two summarise the comparable information for East Devon following the New Reputation Campaign criteria and how we will monitor the success of our communications with our different audiences.

#### **7 Plan consultation**

This will be achieved through Strategic Management Team and Council.

#### **8 Equality impact considerations**

The government has published a Code of Recommended Practice on Local Authority Publicity.

The code is based on seven principles that require that publicity by local authorities should be lawful, cost effective, objective, even handed and appropriate, that it has regard to equality and diversity and is issued with care during periods of heightened sensitivity.

We welcome the code and will build these seven principles into our communications and consultation work.

#### **9 Plan review**

This plan updates the communications plan of 2013 -16 so that it reflects the new priorities in the Council Plan 2016-2020. It will be further updated in 2020.

#### **10 Related strategies, procedures and legislation**

- Social media policy
- Media and publicity protocol
- Equality policy
- Local government act 2000 and 2008
- Code of conduct on local authority publicity

## Appendix One – Achievement against objectives

| Audience                                       | Measure                                                                                         | Evaluation                    |
|------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------|
| Engaged citizens                               | % of residents who feel satisfied with our services                                             | Viewpoint Survey              |
| Towns and Parishes                             | % of Town and Parish councils who are satisfied with communication with the council             | Targeted Viewpoint Survey     |
| Young people                                   | % of young people who say the council does enough for people like me                            | Targeted Viewpoint Survey     |
| Tenants and lessees                            | % of council tenants/lessees satisfied with the service provided by EDDC's housing service      | Through Housing service       |
| Staff                                          | % of staff happy with EDDC as their employer                                                    | Staff engagement survey       |
| Businesses                                     | % of businesses that consider council is supporting local business                              | Targeted Viewpoint Survey     |
| Key influencers and community/voluntary sector | % of community and voluntary sector groups who feel involved in the decisions the council takes | Annual voluntary sector event |

**Agenda item 11****Overview Committee****Overview Committee Forward Plan 2016/17**

| <b>Date of Committee</b> | <b>Report</b>                                                        | <b>Lead</b>                                       |
|--------------------------|----------------------------------------------------------------------|---------------------------------------------------|
| 27 September 2016        | Affordable homes<br>Street markets and trading consultation outcomes | Cllr Jill Elson<br>John Golding<br>Steve Saunders |
| 29 November 2016         | Economy                                                              | Richard Cohen<br>Rob Murray<br>Simon Davey        |
| 11 January 2017          | Draft budgets and service plans 2017/18                              |                                                   |
| 28 March 2017            | Tourism economy and cultural enhancement of natural environment      | Richard Cohen<br>Charlie Plowden                  |

**Work for scoping and allocation to the Forward Plan:**

| <b>Proposed date</b> | <b>Topic</b>                           |
|----------------------|----------------------------------------|
| tbc                  | Review how regeneration boards operate |