

Agenda for Scrutiny Committee

Thursday, 16 November 2017, 6.00pm



[Members of the Scrutiny Committee](#)

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

[View directions](#)

Contact: Debbie Meakin, 01395 517540 (or group number 01395 517546): Issued 7 November 2017

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- 1 [Public speaking](#)
- 2 To confirm the minutes of the meeting held on 19 October 2017 (pages 3 - 7)
- 3 Apologies:
- 4 Declarations of interest
Guidance is available online to Councillors and co-opted members on making [declarations of interest](#).
- 5 [Matters of urgency](#) – none identified
- 6 To agree any items to be dealt with after the public (including press) have been excluded. There are no items that officers recommend should be dealt with in this way.
- 7 Decisions made by Cabinet called in by Members for scrutiny in accordance with the Overview Procedure Rules. There are no items identified.

Matters for Debate

- 8 **Development Management Systems thinking refresh.** (pages 8 - 11)
Report by the Service Lead Planning Strategy and Development Management on changes to the service. The committee will also have the opportunity to ask questions relating to two previous issues that have been discussed:
 - a) Internal room sizes and building control regulations ([Scrutiny minutes 20 July 2017](#))
 - b) HELAA methodology ([Scrutiny agenda 19 October 2017](#))
- 9 **Quarterly monitoring of performance for second quarter 2017/18.** (pages 12 - 44)
The Vice Chairman will present on the performance report for the months of July to September 2017.
- 10 **Scrutiny forward plan** (page 45)

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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.

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[Decision making and equalities](#)

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EAST DEVON DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny Committee held at Knowle, Sidmouth on 19 October 2017

Attendance list at end of document

The meeting started at 6.00pm and ended at 7.45pm.

***19 Public speaking**

There were no questions from the public.

***20 Minutes**

The minutes of the Scrutiny Committee held on the 21 September 2017 were confirmed and signed as a true record.

As an update to the minutes, the Chairman advised that the Communities and Local Government Committee's inquiry in to local authority overview and scrutiny was now underway. Information on this would be circulated to the committee.

In reference to minute 16, the Portfolio Holder Environment had advised that he was taking the issue of increasing costs at recycling facilities, and the impact that has on the authority in dealing with increasing fly tipping, to the Devon board meeting on the 1 November 2017. The outcome of that meeting will be reported to the committee.

21 Complaints and Freedom of Information requests 2016/17

The Strategic Lead, Governance and Licensing, and Monitoring Officer, presented his report covering the number of complaints and requests for information dealt with for the last financial year.

He updated the committee with statistics as at the end of September 2017. Average response times continued to be within the timescale set, and the statutory requirement under the FOI Act and EIR.

There continued to be an increase in requests made under the Freedom of Information Act (FOI) and Environmental Information Regulations (EIR); 658 requests in 2016/17, up from 588 in the previous year. A large proportion of these were requests under EIR for land charges information.

Discussion by the committee included:

- Welcoming the excellent response times, particularly for responding to FOI and EIR requests, with the Council being one of only 5 councils, from a 92 council sample, with a 100% record of responses within the statutory deadline;
- Concern of increasing impact in cost to the Council as the number of requests under FOI and EIR increased, and if commercial and press requests could therefore be charged. The legislation was clear on what had to be provided free of charge, with the only opportunity to charge if the request would take over 18 hours to provide – the charge only applicable to work undertaken beyond the 18 hours;
- Staff time covered a dedicated team of two, plus the time of individual services in providing the information, and an element of time of the Strategic Lead and his PA;
- Case law had resulted in the information normally handled through a chargeable land charges service to be accessed for free under the EIR. The committee were concerned that this was only going to increase, and debated means of lobbying Government to review the existing EIR to stop commercial exploitation;

- There was no discretion on how such requests under EIR for land charges information could be dealt with, including considering any delay in responding. This went against the intention of the regulations and would be frowned upon by the Information Commissioner;
- Introducing any tiered fee approach at different levels, such as 5 or 10 hours of work, would only increase administration in calculating the time a request would take, as well as being contrary to the intention of the legislation.

RESOLVED

1. To note the report;
2. To congratulate the service for the continued excellent performance in responding to complaints and requests for information within the agreed timescales.

RECOMMENDED to Cabinet that petition is made through the Local Government Association to Government, to either exclude land charge requests from the Environmental Information Regulations, or the Environmental Information Regulations are scrapped as part of the exit from the European Union.

***22 Scoping topics suggested by the committee**

Two topics put forward by the committee had been scoped:

- a) Why the Community Engagement Guide is not a Policy
- b) How sites are put forward for the Local Plan or for future plans, such as the GESP

Community Engagement guide

Councillor Ranger, who had raised the issue, wished to see a policy in place instead of a guide, in order to help ensure that it was adhered to for any consultation exercise. She quoted the recent example of the proposal of pay and display for the Manor Pavilion car park in Sidmouth.

The Chairman reminded the committee of recommendations previously made to Cabinet following discussion on specific consultation exercises, including a recommendation on making changes to the Exmouth Regeneration Board, which were noted by Cabinet on 14 September 2016. This prompted some negative remarks about how that Board continued to operate and how members felt it was not representative of the views of the town. The committee were reminded that the minutes from that Board were published online and reported to Cabinet; and that the Board could only recommend to Cabinet, not make decisions.

Other authorities were quoted as having policies in place for consultation, and other means of established regular contact with local communities. The committee agreed that other examples of policies could be reviewed, with an outcome of a recommendation on amendments to the existing guide as an expanded policy.

RESOLVED to review existing community engagement policies from other authorities at a future meeting, with a view to recommending to Cabinet amendments to the existing guide as an amended policy.

How sites are put forward on the Local Plan or for future plans, such as the Greater Exeter Strategic Plan (GESP)

The scoping report presented to the committee set out the process of sites coming forward under the Housing and Employment Land Availability Assessment (HELAA). The

committee were reminded that the HELAA process does not afford any land in question any planning policy status. The HELAA provides a database of site options that the GESP councils can look to and draw upon when choosing sites to allocate.

Debate covered:

- Concern that the methodology adopted for assessment had no mention of assessing agricultural land – how could it be guaranteed that high grade land will be protected?
- The HELAA panel was a stakeholder/officer group. The HELAA provided an evidence base which informs the development of the GESP. The membership of the HELAA panel would be circulated;
- Producing a strategic plan is a two-way process that needs the involvement of landowners and other interested parties in seeing what land is available for assessment of viability.

The Chairman reminded Members that the Service Lead for Planning Strategy and Development Management will be attending the next meeting of the committee to report back on performance management. Any specific technical queries on the methodology of the HELAA could be provided to him in advance of the meeting.

RESOLVED to circulate the scoping report on the HELAA process and the membership of the HELAA panel to all councillors for information.

***18 Scrutiny Forward Plan**

The committee would await a report back from the Portfolio Holder Environment, following his attendance at a Devon board meeting on recycling and refuse, before determining if work on fly tipping should be added to the forward plan.

A request was made to seek a fresh update on Broadband delivery. A further request was made to ask how the communications team operate.

RESOLVED to request a summary information report from the communications team, which will be circulated to the committee for consideration, to determine if there is an element of communications work that they wish to scrutinise.

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

Scrutiny Members present:

Roger Giles
Bruce de Saram
Alan Dent
Bill Nash
Val Ranger
Marianne Rixson
Eleanor Rylance
Douglas Hull

Other Members

Ben Ingham
Peter Faithfull
David Barratt
Brian Bailey
Iain Chubb

Officers present:

Henry Gordon Lennox, Strategic Lead, Governance and Licensing, and Monitoring Officer
Debbie Meakin, Democratic Services Officer

Apologies from Scrutiny Members:

Cathy Gardner
Dean Barrow
Cherry Nicholas
Maddy Chapman
Simon Grundy
John O’Leary
Darryl Nicholas

Apologies

Jill Elson
Tom Wright
Pauline Stott

Chairman Date.....

Report to: **Scrutiny Committee**

Date of Meeting: 16 November 2017

Public Document: Yes

Exemption: None

Review date for release None

Agenda item: 8

Subject: **Development Management Systems Thinking Refresh**

Purpose of report: To provide Members with an update on the refresh of the systems thinking approach in Development Management and how this is shaping improvements to customer service and performance.

Recommendation: **That Members note the report.**

Reason for recommendation: To enhance Members understanding of the systems thinking review.

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

Financial implications: All financial implications are commented on within the main body of the report

Legal implications: There are no legal implications arising from this report

Equalities impact: Low Impact

Risk: Low Risk

Links to background information: • None

Link to Council Plan: Continuously Improving to be an outstanding council

Report in full

Background

Members will recall that the Development Management team undertook a detailed systems thinking review of the service in 2008. This review established new principles including team working and the concept that the applicant is the customer. The 2008 review was a success and led to significant improvements in customer satisfaction with the service, the quality of developments being approved, staff motivation and well-being and performance. However over time work pressures had increased and performance declined as the capacity of the service was exceeded leading to a need for agency planners to be brought in to plug the gap. Knowing that this was an expensive short term solution it was considered appropriate to undertake a refresh of some of the key processes and procedures to rationalise and update them and try and build in more capacity without sacrificing the benefits that had been delivered through the initial review.



The Review

Throughout September, October and November 2016 a group of officers from Development Management comprising a mix of management, planning officers and admin staff met for a day a week to review the processes and update them and identify ways of reducing waste work that does not provide direct benefit in terms of meeting our customer's needs. The main changes that have been made following the review are listed below along with a brief summary of the benefits arising from the changes:

Householder Team

A householder planning team has been established to sit outside of the planning area teams and exclusively process house extensions, outbuildings etc. This team comprises 3 planning officers and a senior technical officer.

The benefits of this approach are:

- Reduced number of applications in each area team making the number of application per team more manageable.
- Householder applications are only being dealt with by more junior officers rather than involving senior officers making this approach more efficient.
- A dedicated team for householder enquiries and applications can provide a better and more focused service to customers.
- The processing speed for householder applications has reduced by just over a week with a number of applications being able to be determined as soon as the consultation period expires

Only undertaking site visits on householder applications when necessary

Previously the service had always undertaken a site visit for every application, however it was considered that with the advent of google street view, aerial photographs and our own wealth of knowledge of the district the same knowledge and understanding of the site and the impacts of the development can be achieved without leaving the office. As a result we have included a process for deciding whether to undertake a site visit ensuring that all sites which are within a conservation area or affect a listed building are visited as are those where an objection is raised or the officers have concerns. Where a site visit is not required it is no longer undertaken. Site visits are still undertaken for all other applications.

The benefits of this approach are:

- Significant savings in terms of officer time and travel expenses
- Ability to spend more time on site visits where they are beneficial including viewing proposals from the objectors property more frequently

Focus on pre-apps

The initial systems thinking review identified the need for good information upfront and discussing proposals with developers while they are designing them rather than inputting into the process after the developers own ideas are fixed and it becomes much harder to negotiate meaningful

improvements. This is something that due to capacity issues had not been maintained but we have sought to promote more by freeing up resources through other measures and placing a higher priority on pre-application discussions and providing at least an initial response within 30 days

The benefits of this approach are:

- By providing a better and quicker pre-application service more developers are inclined to use it.
- We receive fewer “cold” applications.
- Negotiations at an early stage are more meaningful and helpful to the developer.
- We have greater knowledge of what applications are coming in and when.

Negotiations

It was clear through the review that in a number of cases negotiations on applications were dragging on for many weeks and months with amendments and correspondence going back and forth between us and the developers. This meant that some applications were taking a long time to determine with several consultations frustrating the communities each time that they are asked to respond. We therefore felt that we should limit the number amendments we would accept such that we give developers a list of amendments and then we expect them to submit one pack of amendments to address them after which we will make a decision on what we have. Only in exceptional circumstances will we accept further amendments. There are also a number of applications, for example where there is an in-principle objection, where officers will no longer negotiate. Previously officers negotiated to remove other reasons for refusal but this lengthened the process, created more work and in a number of cases annoyed local residents as they could not see an end to the process.

The benefits of this approach are:

- Shorter timescales for deciding applications.
- Fewer consultations preventing consultation fatigue among the community and reducing our costs.
- Greater clarity for the developer over what we want to see and therefore they only have to produce one set of amendments.

Extensions of time

As well as recording the length of time that applications take to determine the government are also recording how often we agree an extension of time for the determination of an application with the developer. This is not just a reflection of the actual time taken but also the customers satisfaction with a longer period of time being taken since they have to agree to an extension of time. Previously we had only formally sought extensions of time on major applications however we have now introduced this for minor applications to ensure that when we need more than 8 weeks the customer has agreed to this.

The benefits of this approach are:

- Improved performance in relation to government measures.
- Better customer service.

- It provides a check in the system and therefore a greater awareness of timescales in the planning teams.

Conclusions

The above listed changes are the main ones that have been introduced and have been trialled over the first 6 months of this year. We are now formalising the Householder Team and have just recruited the third officer to the team (within existing budgets). The changes have yielded no complaints and have overall been welcomed by customers. They have also led to a significant improvement in performance against the government performance measures as illustrated by the comparison below between our government returns for 2015/16 and 2016/17.

Application Type	Target 2016	Achieved 2016	Target 2017	Achieved 2017
Majors	50%	54.9%	60%	71.8%
Non-majors	65%	66.9%	70%	77.6%

N.B. – All figures are over the two year period prior to the end of September of the stated year.

Members will see from the above figures that in terms of performance the end result has been a vast improvement with us achieving a much higher percentage of applications determined in the required timescales than in the previous period despite the government's targets increasing. Had we not made these changes then we would probably not have achieved the required targets and would be heading into special measures.

Report to: **Scrutiny Committee**
Date of Meeting: 16 November 2017
Public Document: Yes
Exemption: None



Review date for release None

Agenda item: 9

Subject: **Quarterly monitoring of performance – 2nd quarter 2017/18 July to September 2017**

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

Recommendation:

1. It is recommended that Members consider performance against delivery of the actions/priorities in the Council Plan, key service objectives from service plans and performance measures for the 2nd quarter of 2017/18 so that issues can be addressed in a timely way.

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

Officer: Karen Jenkins, Strategic Lead – Organisational Development and Transformation
kjenkins@eastdevon.gov.uk
ext 2762

Financial implications: There are no direct financial implications.

Legal implications: No legal comments are required

Equalities impact: Low Impact

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

Links to background information:

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

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

Report in full

1. [Appendix A](#) gives an overview of the performance against measures in the form of gauge charts for the following:

- **council actions taken from the Council Plan 2016-20**
- **objectives from the service plans**
- **key performance indicators**

The report also provides detailed information on the status of the council actions and key performance indicators.

Most of the **council actions for 2016/17** from the Council Plan are showing as achieved or on track, with none showing concern but with one variation. This is highlighted in [Appendix A](#) and this relates to our work towards securing a blue flag for our beaches which is now delayed while we recruit a new Beach Safety Officer.

2. [Appendix B](#) shows progress against service plan objectives linked to the council aims in the form of gauge charts (reports from SPAR.net detail the progress of all the service objectives.) There are no service objective showing a status of concern.

Further details of the progress of our service objectives can be found in [appendix B](#).

3. Our performance indicators are showing on track with one showing a status of concern.

- **Days taken to process Housing Benefit / Council Tax Benefit new claims and change events** – The processing times for new claims and change of circumstances shows a general reduction, apart from a peak in February which coincided with the issuing of annual Council Tax bills and a peak in change events in August and September due to the volumes of work we received and our staff resourcing during the summer holiday period. We are now back on track and have no backlogs of work.

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



Quarter 2 Performance Report 2017-18

Performance Overview, Council Plan Actions and Key Performance Indicators

October 2017

Document Key

Action Status classification

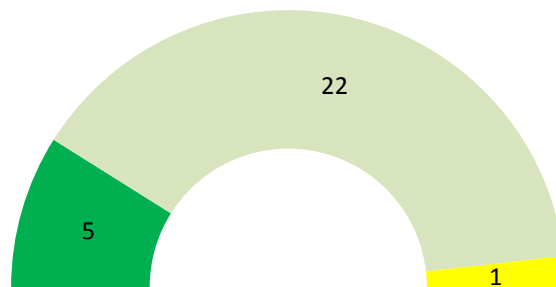
- Red (Concern) highlights targets with serious problems or significant delays.
- Amber (Variation) indicates actions with mild concerns or minor setbacks.
- Green (Achieved) displays special achievements or early completions.

Performance Indicators (PI)

- The 'Previous Year End' column reports performance at the end of 2017/18, if that information is available.
- The 'Current Target' column represents the annual target some measures no longer have targets or are not suitable for targets.
- The columns 'Q1 Act', 'Q2 Act', etc. show the actual year to date situation for each Performance Indicator. The key for the colours is as follows:
 - Red (Concern) – if the PI is 10% or more below the target.
 - Yellow (Variation) – if the PI is between 10% and 0.1% below the target.
 - Green (Achieved) – if the PI and the target match exactly or the PI is above the target.
- The Direction of Travel column shows if the PI has improved since the same period last year. An up arrow showing improvement, a down arrow showing deterioration and a level arrow showing a static trend.

Overview of our performance – Quarter Two 2017/18

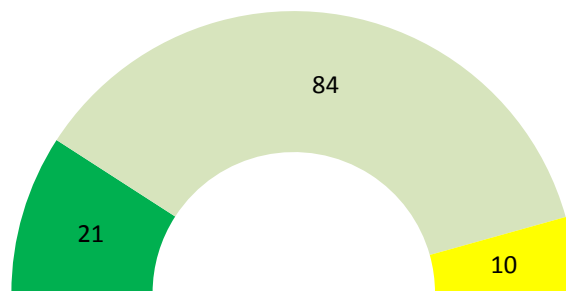
Chart a. Performance against our Council Plan 2017/18 – for more detail please see the following pages



Number of Measures
(Total measures for outcome = 28)



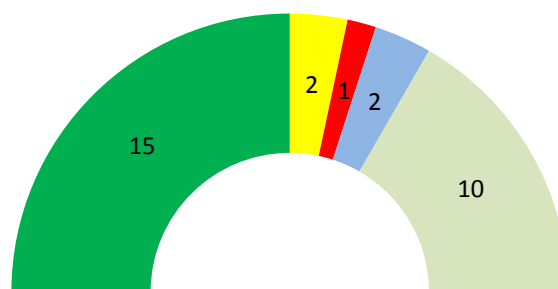
Chart b. Performance against our Service Plan Objectives – for more detail please see appendix B



Number of Measures
(Total measures for outcome = 115)



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



Number of Measures
(Total measures for outcome = 30)



Council Priority 1 – Encouraging communities to be outstanding

Council Action 2016-20	Status	Comments
Deliver quality green space and wildlife habitats alongside new development.	On track	Through negotiation on planning applications we continue to require the delivery of high quality green spaces and the retention and enhancement of wildlife corridors as part of new developments.
Deliver the Local Plan to meet the district's aspirations and needs in terms of the different housing people need and land for employment.	Achieved	Delivered in 2016/17
Deliver the right infrastructure through the Community Infrastructure Levy (CIL) to ensure that new developments and communities have all the facilities they need.	On track	<p>We continue to issue liability notices to developments that are liable to pay the levy and to collect payments where payment is due.</p> <p>Over the summer we have sought bids for the spend of CIL and these are currently being assessed by officers and will be considered by the Members CIL Working Party in November.</p>
Ensure that council homes are well maintained and managed effectively with high tenant satisfaction.	On track	Adequate budgets and processes are in place to ensure that tenant's homes are maintained and managed to a high standard. The HRA Business Plan has been refreshed and adopted in September 2017.
Ensure that the activities which require it are appropriately licensed.	On track	
Extend our range of community development activities to work with people of all ages, focusing particularly on the issues of health and wellbeing, worklessness and financial and digital inclusion.	On track	This quarter we have run our usual sessions as well as creating a new community orchard in Axminster in an area of previously unused land which will now have benches and picnic table where residents can sit among the apple trees; we have also supported the first event for Axminster Together in the hope of mirroring the success we have enjoyed in Honiton.
Extending the housing options service and meeting the housing needs of our residents	On track	The service is delivered from Exmouth and Sidmouth. Officers will also undertake home visits where clients find it difficult accessing our office locations.
Implement the actions and commitments in our Public Health Plan.	On track	<p>This remains a priority service area for us and our Public Health project officer is continuing to work with colleagues and partners to ensure that our services focus on and are recognised for their role in assuring the health and wellbeing of our residents.</p> <p>We have recently agreed to work with Devon County on a public health initiative known as MECC (Making every contact count). They will be providing training and support for our staff to help deliver the initiative locally.</p> <p>Making Every Contact Count (MECC) is an approach to behaviour change that utilises day to day interactions that our staff have with people as part of their "day job" to support them in making positive changes to their physical and mental health and wellbeing.</p>
Return empty homes to beneficial use.	On track	

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.	Achieved	The HRA Business Plan has been refreshed and was approved at the September meeting of the Housing Review Board.
When development happens, ensure that the natural environment and historic buildings are protected from inappropriate development.	Achieved	The assessment of planning applications ensures that the natural environment and heritage assets are protected from inappropriate development indeed special protection is granted to designated habitats and heritage assets.

Performance Indicators	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Number of affordable homes delivered	122	100	45	Data not yet available			↑
Number of households living in temporary accommodation	3	10 (1/4)	4	10			↓

Council Priority 2 – Developing an outstanding local economy

Council Action 2016-20	Status	Comments
Continue to support the growth of the Greater Exeter's economy through promoting employment sites identified in our Local Plan.	On track	<p>With the Local Plan approved this promotes confidence to bring sites forward. Economic Development involvement in planning applications regarding employment sites has significantly increased in 2017/18 to support delivery of economic growth in the district.</p> <p>Multiple applications and development underway e.g. Lidl logistics centre nearing completion, application for a new hotel on the A3052, Marks and Spencer Exmouth store opened and Honiton store nearing completion, Seaton Tramway new terminus under construction.</p> <p>Major Headquarters offices under construction at Skypark and speculative build offers underway. Enterprise zone in place and addressing commercial interests. Greater Exeter Strategic Plan in development. Business rates regime in place and Local Development Orders LDO system in preparation.</p>
Deliver our target to pay businesses within ten working days and through our Procurement Strategy encourage local business to do business with the council.	On track	
Deliver projects to help create the conditions for local economic growth in partnership with neighbouring authorities where shared objectives exist and improved efficiencies evidenced.	On track	Through the Enterprise Zone and Greater Exeter area council's partnership we will continue to secure significant central government and private investment. Joint working with the County and neighbouring district councils continues. Joint planning and engagement in Growth and Development Board implementation. Support to major energy, transport and communication infrastructure.
Identify and bring forward a pipeline of regeneration and development projects across the lifetime of the Council Plan to deliver benefits through regeneration and/or capital receipts.	On track	
Implement the serviced workspace study recommendations and initiate site specific detailed reviews and business cases to seek investment and funding.	On track	
Increase income from existing assets either directly or through local partnerships.	On track	
Secure new job opportunities in conjunction with development arising from the Local Plan for local residents (both young and disadvantaged in the labour market).	On track	

Work in partnership with and gain the positive support of town councils and local partners to identify and deliver new opportunities for regeneration.	On track	Award winning Seaton Jurassic continues to operate successfully. Seaton Tramway redevelopment planning permission given. Sidmouth Port Royal scoping study underway. Exmouth Mamhead slipway fully operational and Queens Drive planning approval secured.
Work with Exeter and Heart of Devon (EHOD) partner economic development teams to produce a joint economic development strategy which prioritises inward investment.	Achieved	The initial work of preparing a Joint Economic Development Strategy was completed in December 2016. We are continuing to work with the EHOD partners on the delivery of that strategy, focussing on skills and employment, inward investment, strategic land opportunities and business support.

Performance Indicators	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Creditor days - % of invoices paid within 10 working days	97	95 (3/12)	94%	93%			↓
Creditor days - % of invoices paid within 30 days	97	99 (3/12)	97%	97%			↓

Council Priority 3 – Delivering and promoting our outstanding environment

Council Action 2016-20	Status	Comments
Adopt a Green Space Strategy, the purpose of which is to value and help protect our natural environment.	Achieved	Green Space Plan adopted by Full Council and actions within it are being taken forward by an service wide implementation group
Adopt Beach Management Plans (BMP) for our beaches working closely with town councils and manage the risk of coastal erosion and flooding.	On track	<p>Sidmouth BMP - BMP adopted, Royal Haskoning appointed as consultants to work up recommended options into business case to apply for EA funding. SG meeting in Sept, RH met the SG and reported progress on working up the brief for the detailed business case. This detailed business case will be submitted to the EA in 2018 to apply for funding for the construction phase of the project.</p> <p>Seaton BMP - formation of scoping group complete. Scoping work on-going. Baseline reports have now been produced and shown to the stakeholder group. We have also held a public consultation event.</p> <p>Exmouth BMP - adopted and actions being monitored. 2020s will need to review need for beach recycling/replenishment.</p>
Enter into a new innovative recycling and waste collection contract extending the options for recycling and reducing waste that is incinerated or sent to landfill.	Achieved	
Explore opportunities for securing a Blue Flag for the beaches in East Devon.	Variation	Due to the resignation of the Beach Safety Officer and other work demands this project has not been progressed beyond our unsuccessful application for the Seaside Award for Exmouth last year. We will look at this again when we have refilled the beach safety officer post.
Implement a programme of fuel efficiency measures for council properties.	On track	Our improvement programmes include upgrades to insulation; boilers; electrics etc all contributing towards more energy efficient homes for tenants.

Performance Indicators	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Percentage of Household waste sent for reuse, recycling and composting	47	50 (1/4)	51	58			
Residual household waste in kg per household	73		67	58			
Percentage of Municipal waste for disposal (incineration and landfill)	53		49	43			
Improved street and environmental cleanliness – fly tipping	3	3 (1/4)	4	2			↑

Council Priority 4 – Continuously improving to be an outstanding council

Council Action 2016-20	Status	Comments
Continue to develop self service capability of our website so that customers can access services online if they wish to.	Achieved	
Continue to identify opportunities to save money across Teignbridge, East Devon and Exeter City councils as well as through established frameworks nationally.	On track	
Implement the approved Strata Business Plan (a wholly-owned ICT company by East Devon, Exeter City and Teignbridge councils) in order to deliver savings, reduce risks and improve capability for IT-enabled change.	Achieved	
Relocate to Honiton and Exmouth Town Hall and establish surgeries where necessary to meet identified demand for particular services.	On track	Exmouth Town Hall refurbishment completed with a confirmed reoccupation date of 23 November 2017. Contractors now on site in Honiton construction work on target and the relocation date of December 2018 to the new HQ remains. Developer appeal on Knowle site has been submitted and timetabled for November 2017 hearing.

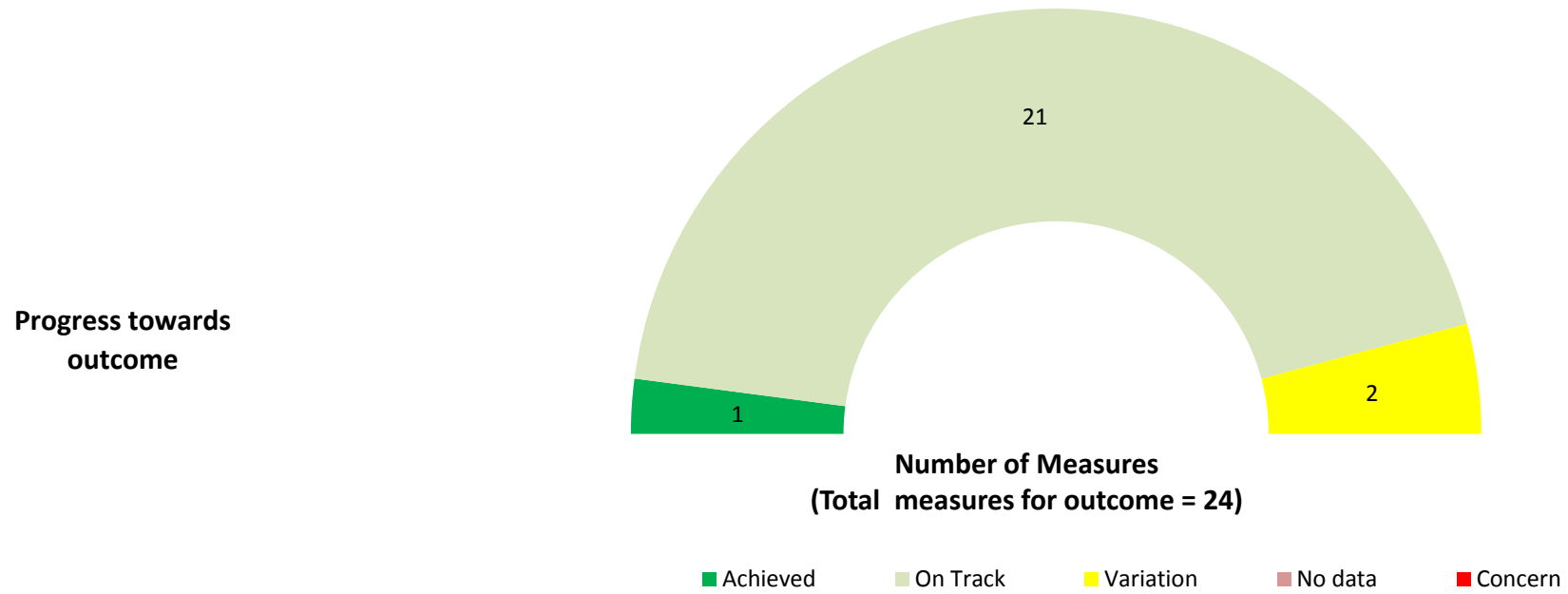
Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Percentage of Council Tax collected	99.01	39.56 (3/12)	30.35	58.15			↓
Percentage of Non-domestic rates collected	98.71	39.08 (3/12)	31.47	59.64			↓
Working days lost due to sickness absence	8.91	2.13 (3/12)	2.06	4.23			↑
Percentage of planning appeal decisions allowed against the authority's decision to refuse	34.4	30 (3/12)	42.9	28.6			↓
Percentage of Stage 2 complaints responded to within stated timeframes	73	100 (1/4)	100	100			N/A
Percentage of minutes and audio from council meetings uploaded together within 5 working days	100	100 (1/4)	100	100			N/A
Percentage of FOI responded to within the statutory time limits	100	100 (1/4)	100	100			N/A
Number of focused Licence checks	150	38 (1/4)	58	103			↑
Number of focused vehicle license checks	120	30 (1/4)	32	65			↑

Total average headcount (quarterly total)	503		505	505			↑
Cumulative Staff Turnover as a percentage of all staff (voluntary leavers)	10		2	5			↓
Capability at point of contact for Benefits	84		59	59			↑
% of residents who pay their Council Tax by Direct Debit	79		79	79			↑
Number of Level 2 complaints (year to date)	34		9	18			↓
Number of Freedom of Information Requests (year to date)	658		174	370			↑
Missed bin collections per 1000 households	14		Data not available	Data not available			
Days taken to process local land charges property searches	Less than 6	New PI	2	2			
Percentage of minor planning applications determined within 8 weeks	75.97	65.0 (1/4)	75	74.41			↑
Percentage of other planning applications determined within 8 weeks	86.26	80.0 (1/4)	86.03	84.44			↑
Days taken to process Housing Benefit/Council Tax Benefit new claims and change events	5.40	4.23 (4/12)	4.63	4.71			↑
Management Note:	<p>The processing times for new claims and change of circumstances shows a general reduction, apart from</p> <ul style="list-style-type: none"> a peak in February which coincided with the issuing of annual Council Tax bills and a peak in change events in August and September due to the volumes of work we received and our staff resourcing during the summer holiday period. We are now back on track and have no backlogs of work. 						
Proportion of outstanding debt that is more than 90 days old from date of invoice	12		20	42			↓

Performance Indicator not linked to any aims	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Number of redundancies (year to date)	0	-	0	1			↔

PRIORITY ONE: Encouraging communities to be outstanding

Service Plan Objectives - Quarter Two Results 2017/18



Service Plan Objectives - Priority 1

Annual report for 2017/2018

Arranged by Aims

Filtered by Aim: Priority Encouraging communities to be outstanding

Key to Performance Status:

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

Service Plan Objectives - Priority 1

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Objective	Service	Comments
On track	<u>Advise on legal strategy / implementation of major projects (including regeneration) and related processes (internal with external resource where required).</u>	Governance and Licensing Services	Advice being given as and when required
On track	<u>Bring forward an investment proposal to accelerate delivery of key facilities in Cranbrook town centre in conjunction with Enterprise Zone status and to support the creation of a Community Wealth Fund</u>	Growth Point Team	Proposals progressing for delivery of modular space. Delivery of Town Council building and Health and Wellbeing Campus will need to be guided by Cranbrook masterplan/DPD.
On track	<u>Bring sub-standard housing (of all tenures) up to current standards.</u>	Housing	We have enforcement and housing management processes to ensure that housing achieves an acceptable standard. The Housing Strategy has recently been updated to reflect this as a Service priority.
Variation	<u>Complete the Cranbrook Masterplan and adopt it as a Development Plan Document (DPD) to guide the next phases of development at the new community</u>	Planning Strategy and Development Management	The draft Preferred Approach Document will be reported to Strategic Planning Committee in October with Members being asked to agree to a consultation on the document over November and December.
On track	<u>Continue to engage and support communities in Neighbourhood Planning activities</u>	Planning Strategy and Development Management	Support on going, a number of neighbourhood plans have been recently made (adopted) further plans are progressing to this status. 40 Parish councils are now involved in neighbourhood planning Our new Neighbourhood Planning Officer - Phil Twamley has now started following the transfer of his predecessor to the GESP team.
On track	<u>Continue to secure affordable housing (and other planning benefit through planning and property transactions and appropriate advice to council committees)</u>	Governance and Licensing Services	
On track	<u>Continue to support the development management function</u>		

Service Plan Objectives - Priority 1

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>in securing the right development in the right place, and taking effective enforcement action against unauthorised and harmful development.</u>	Governance and Licensing Services	
On track	<u>Deliver licences and consents in accordance with the revised Licensing and Gambling Policies and enforce where necessary.</u>	Governance and Licensing Services	
On track	<u>Develop a range of cultural events and engagement activities such as outdoor theatre, children's education and outbound activities to link with the Countryside events brochure and give our communities varied opportunities to make the most of our outside spaces for culture and leisure, link with the health and wellbeing agenda to maximise opportunities for health in the environment.</u>	StreetScene	1) Heritage Trail – prestigious signs have been placed throughout East Devon and leaflets have been strategically given out to local community groups, TI etc. 2) August – National Play Day (Phear Park) unfortunately due to bad weather this was cancelled. 3) Garden Games – large garden games sets were put out every Wednesday throughout the summer in Connaught and Manor Gardens. 4) August - Vegetable Border – Pavilion Gardens, Exmouth. Weeding the vegetable bed with a local school.
On track	<u>Enable elderly persons, disabled people, and people with special needs to live as independently as possible and remain in their own homes if they so wish.</u>	Housing	The programme of scheme equipment upgrades continues across the district, currently bringing upgraded alarm facilities to the Fraser Road area of Exmouth. The updated scheme equipment maintenance contract has been let. A wide variety of social activities are run across all the district for all ages, helping combat isolation and build confidence in our more vulnerable tenants, helping them to live in their homes for as long as possible.
On track	<u>Enable the delivery of affordable housing, gypsy and traveller pitches, homes for life, self build plots etc to enable our diverse range of housing needs to be met.</u>	Planning Strategy and Development Management	We continue to deliver affordable housing through planning permissions for housing and mixed use developments subject to viability. We have been in negotiations on a couple of potential gypsy and traveller sites however it has not been possible to reach agreement with land owners. The Cranbrook Plan Preferred Approach identifies two potential sites in the town which could help to meet the identified need and will form part of the consultation on this document. The self build register continues to attract interest and is helping us build up a picture of demand for self build plots in the area that can help to inform a plan for addressing this demand albeit the high number of infill plots and windfall sites coming forward are already helping to meet this need.
Achieved	<u>Ensuring that all new homes inspected by our building control service are built to appropriate standards ensuring that high quality homes are provided.</u>	Planning Strategy and Development Management	Completion certificates have been issued for all building work that we have inspected at completion stage and found no contraventions. We have no outstanding Enforcement Notices at this time.
On track	<u>Have consistently satisfied customers.</u>	Housing	We are working towards the improvements set out in our Service Plan that are aimed at improving customer satisfaction.

Service Plan Objectives - Priority 1

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Objective	Service	Comments
On track	<u>Improve the use and safety of housing</u>	Housing	Priority is given to compliance matters to ensure that homes meet safety standards for gas; solid fuel; electrical; fire; legionella; asbestos etc.
On track	<u>Maintain and manage the council owned housing stock to a high standard, actively involving tenants in all aspects of the service</u>	Housing	This quarter estate walkabouts with tenants were undertaken in Musbury and Shute and officers attended resident association meetings at Lower Brook Meadow in Sidford, Lymebourne & Arcot Park in Sidmouth and Harepath Rd in Seaton. Tenants attended training on welfare reform and Disability Awareness. The Repairs & Maintenance, Supported Housing and the Estate Management Service Review Groups enable tenants and officers to work together on a variety of operational matters.
On track	<u>Manage the Beer Parish Council asset devolution pilot scheme proposals</u>	Property and Estates	Awaiting legal advice regarding the most appropriate method of transfer. Discussions ongoing with colleagues including car parks, engineers, and streetscene regarding the operational and financial implications of asset transfer.
On track	<u>Prevent homelessness wherever possible, and otherwise ensure that accommodation is available for those who do become homeless</u>	Housing	We are following the early intervention and homeless prevention approach advocated in our adopted Homelessness Strategy. This approach has been successful ensuring that we deliver good outcomes for households threatened with homelessness.
On track	<u>Provide a range of affordable housing to meet housing needs.</u>	Housing	Our development programme is providing new affordable homes with partner housing associations' combined with our own acquisition programme using Right to Buy receipts.
Variation	<u>Provide governance advice and support for any devolution deals or joint committees that may come forward.</u>	Governance and Licensing Services	Devolution seems to have stalled at this moment in time and therefore it has not been necessary to provide any governance advice / support
On track	<u>Support the improvement and regeneration of local communities by encouraging social inclusion, involving children and young people in housing issues, and enabling residents to actively participate in their communities.</u>	Housing	Social inclusion is supported across all Landlord Services teams, for example through the day-to-day work of the Mobile Support Officers working directly with tenants in our sheltered housing, and through the wide variety of activities run in the community by Estate Management Officers, by Mobile Support Officers and by Community Development Officers. Social inclusion is now at the heart of our approach to tenancy sustainment in Landlord Services.
On track	<u>To produce a Masterplan for the allocated land east of Axminster in partnership with the landowners, developers and local community in association with the Axminster Neighbourhood Plan</u>	Planning Strategy and Development Management	An application has been made for up to £10 million of government funding under the HCA housing Infrastructure Fund to support the delivery of the relief road and therefore assist the delivery of the allocated site. Both of the main parties with land interests support this application and it is envisaged that work will start on a masterplan for the site shortly.
No Data available	<u>Transfer of the Younghayes Centre to the Cranbrook Town Council</u>	Property and Estates	

Service Plan Objectives - Priority 1

Priority: Encouraging communities to be outstanding

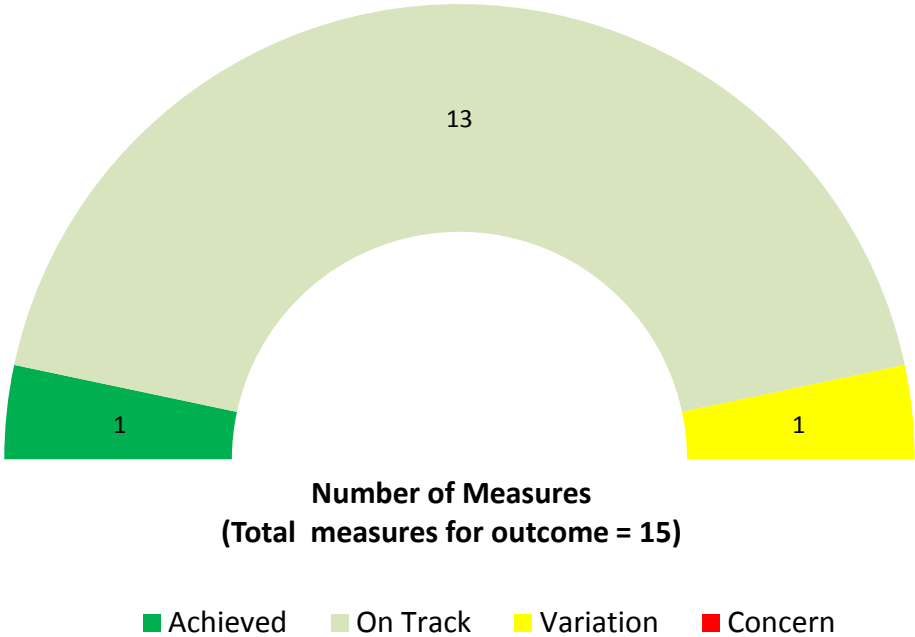
Key Strategic Objective

Objective Status	Objective	Service	Comments
On track	<u>Use planning policy to promote and encourage new high skilled and well paid employment across the district.</u>	Planning Strategy and Development Management	The policies of the Local Plan seek to promote high skilled and paid employment and the granting of consents with the growth point in particular are helping to deliver on this objective while this aspiration is also being carried forward into the Greater Exeter Strategic Plan.
On track	<u>Widen the choice of housing, especially for those in priority need.</u>	Housing	Our Devon Home Choice allocation system delivers choice to applicants and we also identify opportunities for renting in the private sector.

PRIORITY TWO: Developing and outstanding local economy

Service Plan Objectives - Quarter Two Results 2017/18

Progress towards
outcome



Service Plan Objectives - Priority 2

Annual report for 2017/2018

Arranged by Aims

Filtered by Aim: Priority Developing an outstanding local economy

Key to Performance Status:

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

Service Plan Objectives - Priority 2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Objective	Service	Comments
On track	<u>Complete a review of district wide public toilet provision and report to the AMF with a range of suggestions to reduce reliance on general fund budget by analysing the possibility of paid access at some key sites, leases to businesses for some toilets and other innovative ways of reducing the costs of providing the service.</u>	StreetScene	AMF agreed with SMT/Cabinet recommendation that the toilet review start with a consultation to Town & Parish Councils on the idea that we need to save money on public toilet provision, on the principles for that provision and to see if T&Ps have any suggestions. The consultation survey is being drafted and we intend to run the consultation with Town & Parish councils in Jan 2018.
On track	<u>Continue to positively support the build out of infrastructure and commercial projects at the new growth point. Support the introduction of an enterprise zone including bringing forward Local Development Orders</u>	Planning Strategy and Development Management	We continue to work pro-actively with developers to enable developments to come through the planning process quickly while maintaining quality. A working group has been established to work with the Enterprise Zone Manager on Local Development Orders which will help to reduce the planning burden on these key developments.
On track	<u>Continue to progress the Queen's Drive redevelopment opportunity in Exmouth. Undertake a design review and developer selection for phase 3. Identify temporary solutions for the vacant areas of the site for the summer season 2017. Commence delivery of phase 1</u>	Regeneration & Economic Development	
On track	<u>Continue to work with Sidmouth Town Council to support the delivery of the scoping exercise for the Port Royal site and take forward the outcomes of that scoping exercise.</u>	Regeneration & Economic Development	
On track	<u>Enable the council to take a decision on the construction or otherwise of new workspace units at Seaton.</u>	Property and Estates	Bid prices for works received and under consideration. Further user/market testing required going forward.
On track	<u>Ensure the Enterprise Zone becomes operational with robust governance arrangements and that critical investments to</u>	Growth Point Team	First Enterprise Zone Board meeting held. Five potential projects/investments now being developed and appraised.

Service Plan Objectives - Priority 2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>unlock the delivery of floorspace are brought forward</u>		
On track	<u>Establish a monitoring system to identify external funding opportunities for appropriate regeneration and economic development projects</u>	Regeneration & Economic Development	
On track	<u>Our commercial premises team will explore the feasibility of offering a range of business advice and support services to local businesses. We will offer an enhanced food hygiene registration scheme to those businesses who would like consultancy time specifically dedicated to helping them improve their regulatory compliance generally and their food hygiene rating score in particular. We will market support package options (to include training, coaching and auditing) to newly registered businesses this year</u>	Env Health & Car Parks	
On track	<u>Project Pipeline Plan to identified funding bids/opportunities - New workspace provision (x3 locations)</u>	Regeneration & Economic Development	
On track	<u>Review our events booking procedure and agree a protocol to include a streamlined process; cross reference with other departments; local rules for areas and sites such as Exmouth Strand and an improved charging structure.</u> <u>Develop a package of increased events charges across our assets to generate a better income whilst balancing this with encouraging our communities to be outstanding. Introduce and market charges for events such as weddings, where key sites such as Connaught Gardens would be closed and rented out for a function, charges would be in line with private sector.</u>	StreetScene	
Achieved	<u>Street Trading consultation with a view to developing and bringing in a more flexible policy while also extending the control to the whole district.</u>	Governance and Licensing Services	New regime in effect from 1st October.
On track	<u>Work with the Economic Development team to support the delivery of employment sites across the district and ensure new potential employment sites are fully considered as part of the Housing & Economic Land Availability Assessments (HELAA).</u>	Planning Strategy and Development Management	Members have asked for a report on work between economic development and planning to deliver employment sites and this is being discussed. In the meantime we continue to respond positively wherever possible to proposals to deliver employment sites.
On track	<u>We will consult with our customers and stakeholders on a review of the type and charges for parking permits across East Devon. We will also consult on a simplified tariff for cash, card and parkmobile</u>	Env Health & Car Parks	This is a piece of work scheduled to take place in the autumn and has not yet started.

Service Plan Objectives - Priority 2

Priority: Developing an outstanding local economy

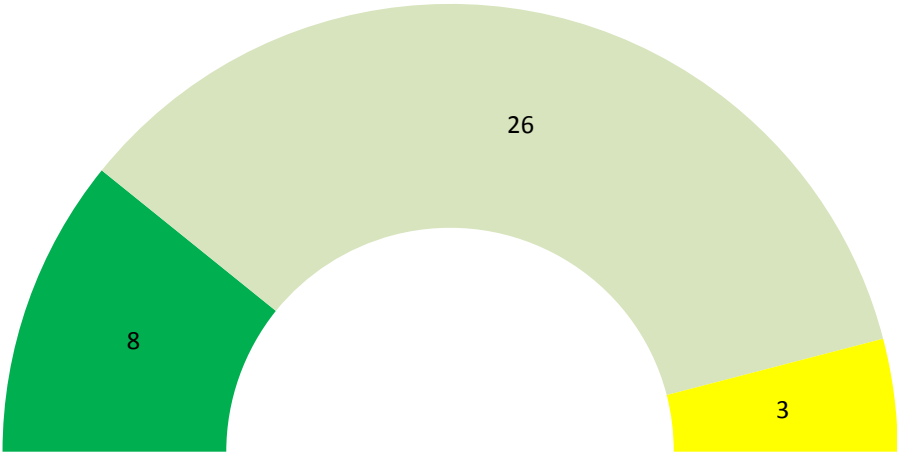
Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>customers across all East Devon pay and display car parks.</u>		
On track	<u>We will explore opportunities to offer simplified car parking tariffs (and in consequence simpler signage) in our car parks. Those tariffs must still enable car parking space demand to be effectively managed and represent responsible financial management of the Council's car parking assets</u>	Env Health & Car Parks	We have extended and simplified our winter offer this year to simply £2 all day. We are planning other reviews during the budget setting process this autumn.
Variation	<u>Working in partnership with other authorities in the Greater Exeter area to develop a strategic plan which enables the local economy to grow and develop to provide higher skilled and paid employment within knowledge based economic areas.</u>	Planning Strategy and Development Management	Work continues on identifying housing and employment needs across the GESP area and identifying key areas where growth can be accommodated. At the present time the timetable is uncertain due to delays in the Mid Devon Local Plan examination and investigations into new models for the delivery of housing across the area, however a draft plan will not now be presented to Members until next year.

PRIORITY THREE: Delivery and promoting our outstanding environment

Service Plan Objectives - Quarter Two Results 2017/18

**Progress towards
outcome**



**Number of Measures
(Total measures for outcome = 37)**

■ Achieved ■ On Track ■ Variation ■ Concern

Service Plan Objectives - Priority 3

Annual report for 2017/2018

Arranged by Aims

Filtered by Aim: Priority Delivering and promoting our outstanding environment

Key to Performance Status:

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

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
On track	<u>Completion of a condition and stock survey programme which will enable the production of more detailed planned maintenance programmes.</u>	Property and Estates	
On track	<u>Continue to work with the Environment Agency (EA) and other partners to deliver the Exmouth Tidal Defence Scheme; providing improved protection to storm surge and coastal flooding for the seafront properties in the Morton Crescent to Camperdown area of the town.</u>	StreetScene	Final business case approved, start up meeting for design and construction due in October.
On track	<u>Cranbrook Healthy New Town outreach – social prescribing / referrals, health walks (LED), cycle route developments (Active Devon)</u>	Countryside, Arts and Leisure	Health walks are continuing on a regular basis. Another successful Cranbrook Fun run has been completed in September 2017. CP Ranger has continued to provide Forest school sessions to both schools.
On track	<u>Deliver countryside outreach work programme within targeted communities across East Devon collaborating with Housing</u>	Countryside, Arts and Leisure	Education Ranger has continued to work in targeted communities. Building productive partnerships with Switch groups, Community Development workers and THG gallery.
On track	<u>Delivering and promoting green infrastructure including Suitable Accessible Natural Green Space (SANGS) across the district. Support the new joint committee with Exeter City Council and Teignbridge District Council</u>	Planning Strategy and Development Management	The provision of SANGS continues to be pursued through the joint habitat mitigation board with a recent review of costs of delivery of the projects to be considered by Members shortly.
On track	<u>Delivery of habitat mitigation measures, both on-site and off-site, through the Habitat Regulations Executive Committee</u>	Growth Point Team	First SANG now operational. Proposals to help wildlife on the Exe Estuary due to be considered at the October meeting of the Joint Committee.
On track	<u>Delivery of the recently awarded Tesco's bags for life grant award on supporting workshops and enhancing the garden</u>	Countryside, Arts and Leisure	Work begun on delivering this project
On track	<u>Develop a programme of health walks, green gym project and GP referral scheme that helps to deliver the East Devon Public Health Plan</u>	Countryside, Arts and Leisure	No progress since last review on GP prescribing. This will be unlocked by future management of Cranbrook Country park. Early discussions have been had with

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
			Public health Officer on how to support GP's with targeted walk information. This task will be added to 2018 Public health Plan.
Achieved	<u>Develop maths curriculum pack and assessment CPD working with Devon Schools curriculum adviser – roll out to all secondary schools in district</u>	Countryside, Arts and Leisure	Summary Statement: The teacher CPD day was a success and the Education team plan to run this course again in Spring 2018, possibly at Cranbrook Education Campus.
On track	<u>Develop new community reserve Hillcrest forward as Exmouth Green Infrastructure proposals – and enhance the access and enjoyment of the Valley Parks</u>	Countryside, Arts and Leisure	
On track	<u>Develop new income streams around woodland products, facilities hire, corporate away days and review events to drive up income potential. Investigate opportunities for creating franchised out operations on selected Local Nature Reserves (LNR) eg bike hire, café</u>	Countryside, Arts and Leisure	Small scale production set up currently with minimal income now looking at other sources of income from woodland products such as charcoal.
On track	<u>Develop phase 2 of the Community Orchard project collaborating with Housing & Streetscene services that links to East Devon's Public Health Plan</u>	Countryside, Arts and Leisure	3 community events undertaken for each Orchard. Good working relationship with Community Development. New orchard sites will be considered over the Winter.
Achieved	<u>Enter the Family Arts Festival award and Devon Tourism award 2017.</u>	Countryside, Arts and Leisure	Entered and given top award
On track	<u>Feniton flood alleviation scheme – Phase 1 & 2 works were completed as planned. Phase 3 tendered for. Review risks of under track crossing – Phase 3 and find a way to deliver this with an acceptable level of financial risk. Possible re-tender of a larger package of works directly with Network Rail. Tender phase 4 works in early 2017 for completion by the end of 2018 to provide a completed flood alleviation scheme for Feniton.</u>	StreetScene	Form 1 submitted to NR for comment, and being amended following feedback
On track	<u>Future district wide provision of Garden Waste Collection Service - Support Otter Rotters to get to a position where they can offer a service to the whole district and sign a Service Level Agreement with the council, or investigate other ways of providing the service.</u>	StreetScene	
Variation	<u>Green space Plan - Continue to review our green and open spaces through completion and implementation of our Green Space Plan.</u> <u>- Assist Countryside in getting the policy adopted and then implement its management policies.</u> <u>- Review our green spaces and categorise our sites, rationalise spend on prime sites in</u>	StreetScene	The officer who was progressing the categorisation of our green spaces is now on maternity leave. Our other Parks Improvement Officer will be picking up the work, but is currently trying to cover the two roles.

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>line with GSS.</u>		
On track	<u>Habitat and species recording programme to be set by the Trainee Countryside Ranger</u>	Countryside, Arts and Leisure	First year survey completed. Analysis of data will take place this winter, to influence our prescriptions for next year's survey season.
Achieved	<u>Implement new tree software (Ezytreev) for Tree team to enable better data capture</u>	Countryside, Arts and Leisure	Software now fully integrated and migrated and up and running and being used by the Tree team
On track	<u>Manor Pavilion theatre car park to be changed into a pay and display car park.</u>	Countryside, Arts and Leisure	Despite a 6 month delay due to objections from various users the PPO now in place and works due to start in early November 2017 to create the pay & display car park
Variation	<u>Asset mapping & condition survey. Following the completion of the digital mapping of our assets (Street furniture, signs, bridges, flood defence schemes) plan and implement a programme of scheduled asset inspections and produce a written procedure (as detailed in Asset Audit) to help us better protect the public and plan a proactive maintenance budget. Procedure to include method for keeping the mapping data current and also how it will link to a software system to track condition and maintenance (such as Uniform). Agree an Asset inspection protocol and service asset management plan in conjunction with Estates and inspect assets accordingly.</u>	StreetScene	Following on inspections awaiting prioritisation from operational teams
On track	<u>Monitoring of customer feedback as the waste & recycling scheme is rolled out will require quick responses and close working with Streetscene and the Contractor to correct any problems identified immediately.</u>	Customer Service	successful roll out of the new re-cycling system. Very few official complaints given the vast area covered. Comments fed back to waste and SUEZ as we went through the roll out period. We are now assisting in surveys for barriers to recycling to help with participation levels
On track	<u>Seaton Beach Management Plan (BMP) to produce a beach management plan for Seaton beaches from Seaton Hole to Axmouth Harbour which will produce options and costs to manage the beaches over the next 10 years.</u> <ul style="list-style-type: none"> • <u>Working with all stakeholders through a steering group, develop a Beach Management Plan to ensure the existing standard of protection from flooding is maintained or improved and that erosion is managed in line with the shoreline management plan.</u> • <u>BMP to tender & completion</u> • <u>Use BMP to design a scheme of works to help protect Seaton beaches & apply for DEFRA funding if appropriate.</u> 	StreetScene	Baseline reports complete, long list appraisal started and BMP due for completion early 2018
On track			

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>Similar to Seaton Jurassic and Mamhead Slipway, prepare practical business support and regeneration developments that visibly deliver the Council's environmental, cultural and countryside/coastal commitments eg:</u> <ul style="list-style-type: none"> • Watersports Centre • Street trading in local craft and produce • Sidmouth seafront/Port Royal renewal 	Regeneration & Economic Development	
Achieved	<u>Submit a Green Flag application for Seaton Wetlands</u>	Countryside, Arts and Leisure	
On track	<u>Support the work of the East Devon Area of Outstanding Natural Beauty (AONB) & Blackdown Hills AONB Partnerships to deliver their annual business plan outputs – promoting the value of the landscape and wildlife of these nationally important landscapes</u>	Countryside, Arts and Leisure	On going
On track	<u>Support work of the Arts & Culture Forum to scrutinise and implement the adopted EDDC Cultural Plan 2017-2022</u>	Countryside, Arts and Leisure	On going - Forum has recently agreed to support development of a what's on site on the EDDC website and agreed new arrangements for Villages in Action.
On track	<u>Following the creation of a small in-house operational trees team (from re-allocation of contractor budgets); Progress work on a business case to grow the team allowing us to take more work in-house, do more proactive management of our tree stock, generate an income from timber arising and outside work and put in place a forward plan for tree planting.</u> <u>Produce Trees policy for management of council owned stock to fulfil Green Space Plan (GSP) Objective 7 (see GSP for further details).</u> <u>Work with Housing & Countryside to better manage our entire tree stock.</u>	StreetScene	
Achieved	<u>The Customer Service Centre (CSC) will be responsible for defined deliverables within the implementation the new recycling scheme.</u> <u>Changes will need to be implemented to the CSC processes and systems and staff training provided and appointment of temporary staff.</u>	Customer Service	the rollout of the re-cycling scheme has been completed and appropriate resource applied to ensure that service levels were met. An extremely busy time with one day alone presenting calls in excess of double normal volumes. Resulted in CSC answering 1400 enquiries in just one working day. For June/July/August 17 a zero sickness return.
On track	<u>The further development of the THG's outreach programme with funding bids to Arts Council England, Non Profit Organisations and Heritage Lottery Fund.</u>	Countryside, Arts and Leisure	THG successfully secured 2 year grant from Arts Council's Grants for Arts programme (£50k) which will support an exciting programme of new outreach work across the district.
Achieved	<u>Theatre to set up arrangements for the bar to be able to take chip and pin sales.</u>	Countryside, Arts and Leisure	In place and operating well increasing bar sales.
Achieved			

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>Thelma Hulbert Gallery (THG) to work with EDDC's Housing tenants to run an exhibition</u>	Countryside, Arts and Leisure	Exhibition ran and was extremely successful with high quality field of entrants.
On track	<u>To continue to enforce against unauthorised and harmful developments quickly and effectively</u>	Planning Strategy and Development Management	We continue to respond quickly to complaints about unauthorised developments and take formal action where these are harmful and cannot be resolved through negotiation with the developer.
Variation	<u>To produce a District Design Guide and Householder Design Guide to improve the quality of new buildings and places to enable the development of places that work.</u>	Planning Strategy and Development Management	It remains an objective to produce further design guidance to improve the quality of new building in the district, however on-going work on the Cranbrook DPD and villages plan as well as the secondment of staff to the Greater Exeter Strategic Plan team have limited our ability to progress this work. Once replacement staff have been appointed and other work further progressed then resources will be committed to this work.
Achieved	<u>To provide a responsive and pro-active dangerous structures service to ensure that action is taken against any dangerous structures in a timely manner</u>	Planning Strategy and Development Management	We have dealt with 40 Dangerous structure report to date in 2017, which is exactly the same as in the same period in 2016. All Dangerous structure reports are investigated and we have no outstanding complaints.
On track	<u>Update our Play Strategy to improve outdated sites, ensure appropriate provision, introduce play space and 'play along the way' micro parks. Include in the strategy a rolling maintenance and refurbishment programme for our existing sites and plan in the use of s106 funds for these and ongoing maintenance where possible. Relate the Play Strategy to the Green Space Plan (GSP) so the two work in harmony. Implement GSP Children & Young People's space objectives 1-4 once GSP is adopted.</u>	StreetScene	A final version of the document would be prepared by early November for the service lead to review and subsequently take to SMT.
On track	<u>We will monitor and report on levels of air pollution at relevant locations around East Devon. The recorded and predicted pollution levels will be compared to nationally accepted levels and if it is appropriate to do so, we will take further steps to secure air quality improvements via an action plan</u>	Env Health & Car Parks	Ongoing throughout the year. The 2017 results will be available during the Spring 2018 when the annual results have been validated.
On track	<u>We will review the Honiton Air Quality Management Area. Air quality Monitoring continues to take place in Honiton but our detailed assessment results this year mean that we can now review the Honiton Air Quality Management Area (AQMA). Our data suggests that it may be possible to revoke to Order designating the AQMA but this must now be subject to critical</u>	Env Health & Car Parks	The Honiton AQMA has been reviewed and DEFRA have agreed that it can be revoked. This will be completed by the end of 2017.

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

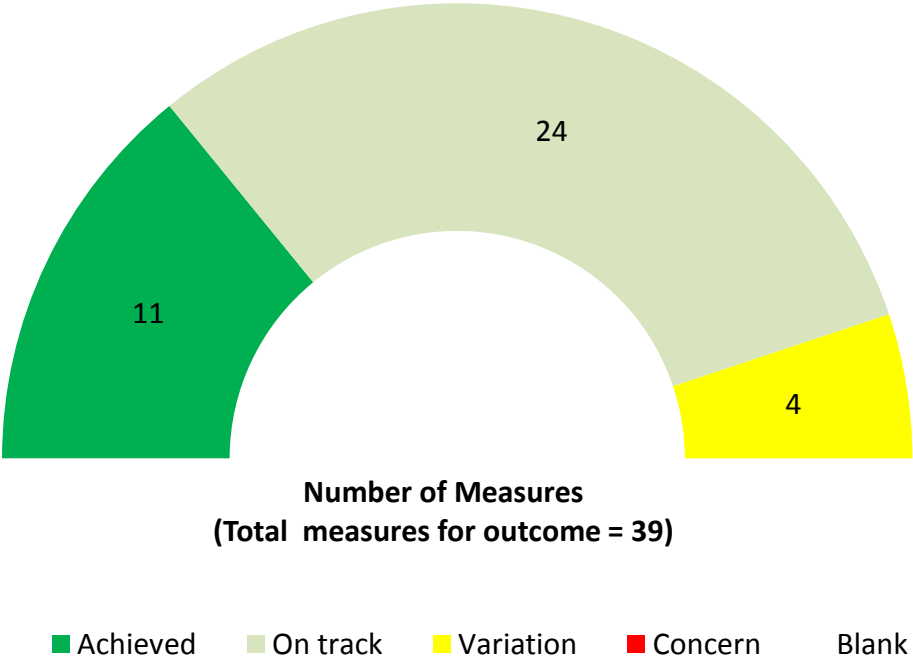
Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>examination by DEFRA.</u>		

PRIORITY FOUR: Continuously improving to be an outstanding council

Service Plan Objectives - Quarter Two Results 2017/18

Progress towards
outcome



Service Plan Objectives - Priority 4

Annual report for 2017/2018

Arranged by Aims

Filtered by Aim: Priority Continuously improving to be an outstanding council

Key to Performance Status:

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

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
Achieved	<u>Agree new policies with UNISON in relation to travel and home working.</u>	Organisational Development	All policies have now been agreed with UNISON. Management briefings have taken place and the policies will now be communicated to staff via meta-compliance.
Achieved	<u>Complete and fundamental review of Workforce Plan and produce a People Strategy</u>	Organisational Development	
On track	<u>Consult UNISON and staff individually and collectively with regard to office move where staff move to Exmouth ahead of October 2017</u>	Organisational Development	
Achieved	<u>Continue to develop and progress Member development programme</u>	Governance and Licensing Services	member development programme is ongoing with events planned throughout the year.
On track	<u>Continue to identify ways in which we can encourage businesses to establish and grow within the District and thereby increase the business rate income to the Council.</u>	Regeneration & Economic Development	
On track	<u>Continue to progress the Council's transformation & mobile working strategies across the service (including use of mobile devices where appropriate).</u>	Governance and Licensing Services	Positive approach to mobile / flexible working and systems thinking commenced across the Service
On track	<u>Continue to provide integrated interdisciplinary legal service for major projects such as office relocation, Seaton and Exmouth Projects</u>	Governance and Licensing Services	On track, officers are working hard to provide support to multiple projects.
Achieved	<u>Corporate Fraud & Compliance – Prepare strategy to take this function forward with details of approach on how to tackle all areas of Fraud & Compliance across the Council with possibilities of offering services to other organisations in the future.</u>	Finance	Completed. This was approved by Cabinet on 13 July 2017
On track			

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>Deliver service efficiencies and improvements through the application of Systems Thinking principles and ensure that we do 'what matters' for our customers including engaging with other services who are carrying out reviews to enable holistic approach.</u>	Governance and Licensing Services	Systems thinking commenced across the Service
On track	<u>Develop and implement communication and consultation strategies for key regeneration projects in Exmouth and elsewhere in the district. Specific use of 'infographics' to help get the message out there using social media</u>	Organisational Development	
On track	<u>Encourage customers contacting the CSC to use self service – measurers do not currently exist but will implement baseline date in 2017/18.</u>	Customer Service	we have evidence to show that more customers are using our on line chat facility than those of last year. I have also requested some data from Strata so that we have a base point to measure future improvements
Variation	<u>Health & Safety – re-focus and refresh our approach.</u> <u>- Once the review of our Risk Assessments is completed (Dec 2016), cross reference this with our Risk Mapping to identify any additional risk assessments which may be required.</u> <u>- Use the risk assessments to update our codes of practice so they are modern and fit for practice; change them to be 'Safe Systems of Work'</u> <u>Ensure HAVs, Slopes and working near water are included.</u> <u>- Produce a safety handbook/summary book for operations team.</u> <u>- Produce a schedule of refresher training and toolbox talks.</u> <u>- Record all training on I Trent with refresher dates so that moving forward we have an accurate record.</u>	StreetScene	Red route risk assessment (assessment of high risk roadside litter picking) is taking longer than anticipated. We have completed a generic layby assessment and a draft of a generic road with verge assessment is being written. This will allow us to recommence some fast road roadside litter picking. We are using capacity within our existing District Wide Technical Officer to do this work, but we really need a dedicated StreetScene health and safety officer to complete this work in a timely manner, with the competence and standard required. We are also currently using a 6 month internship to help review some of our 80+ risk assessments. Once these have been re-written (rather than just reviewed as previously), we will need to start work on re-writing our codes of practice into safe systems of work, followed by producing an easy to read do's and don'ts handbook for staff. In order to make Health & Safety the priority it should be we will be making a bid for a StreetScene Health & Safety Officer through the upcoming budget process.
On track	<u>Implement a virtual Deed Room to improve efficiency within the Service and across the Council</u>	Governance and Licensing Services	
On track	<u>Implement Public Access for Lalpac to ensure more accessible process for applying for various licences</u>	Governance and Licensing Services	Freeing up office time to progress this is problematic but at this stage objective still on track.
Variation	<u>Implementing changes to legislation in relation to exit payments and contractors in the public sector</u>	Organisational Development	This work has not been necessary as government has still not concluded this following consultation.
On track	<u>Implementing training specifically for managers and staff to support change</u>	Organisational Development	

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>to office accommodation including coaching as a core management skill</u>		
Achieved	<u>Lead implementation of communications strategy in relation to full roll out of new recycling and waste contract across the district</u>	Organisational Development	
On track	<u>Maintaining recoverable legal fee income</u>	Governance and Licensing Services	
On track	<u>Minimise the amount of paper used by the Service including through continuing the 'Paper light' committee agenda policy but also including reducing officer reliance on paper copies and general file management</u>	Governance and Licensing Services	
On track	<u>New combined Cemeteries Regulations preparation, consultation and approval by Council (for all 3 council cemeteries)</u>	Governance and Licensing Services	Revised regulations coming forward for adoption in November
Achieved	<u>Prepare 2016/17 Accounts to an appropriate standard that requires no additional audit days to be purchased from external auditor. Accounts to be completed a month earlier than the existing statutory deadline in preparation for earlier requirements for the following year.</u>	Finance	
On track	<u>Provide legal advice to enable informed and appropriate strategy to be adopted for maximising value of Council's property assets.</u>	Governance and Licensing Services	
On track	<u>Provision of strategic legal advice on policy implementation at senior officer / Cabinet briefing level including inputting into and commenting on reports as appropriate</u>	Governance and Licensing Services	
On track	<u>Provision of strategic legal advice on policy implementation at senior officer / Cabinet briefing level including inputting into and commenting on reports as appropriate</u>	Governance and Licensing Services	
On track	<u>Review of financial policies and guidance to ensure up to date and following best practice picking up SWAP recommendations. Provide 'refresher' training to managers to ensure understanding and following the financial framework of the Council. This is to link in with project management requirements.</u>	Finance	Contract Standing Orders Complete. Financial Reg's outstanding
On track	<u>Support the introduction of the Greater Exeter Growth and Development Board, critically</u>	Growth Point Team	Meetings being held quarterly. Next meeting will consider future role and structure of the Board.

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>reviewing existing partnership arrangements/groups</u>		
Variation	<u>Support the production of the Greater Exeter Strategic Plan, ensuring robust project management and a clear focus on addressing delivery challenges</u>	Growth Point Team	Timetable delayed pending consideration of potential development sites. Work being progressed to understand potential delivery options.
Achieved	<u>Taxi Licensing Policy development, consultation and approval</u>	Governance and Licensing Services	Policy approved by full council on 26 July 2017
Achieved	<u>To continue to promote local democracy through engagement with local councils and schools</u>	Governance and Licensing Services	Currently planning Takeover Day in November.
Achieved	<u>To continue to work to increase the Council's market share in building control plan checking and inspections.</u>	Planning Strategy and Development Management	We have achieved a Budget surplus again this year which is a good indicator that our Market share objectives are being achieved.
On track	<u>To ensure the Council has appropriate plans in place that will deliver a balanced Council budget up to 2020/21.</u>	Finance	
On track	<u>To have more customers transact with Revenues & Benefits on line and using automated services (where appropriate) to create efficiencies within the service.</u> <u>Through service planning the team came up with really good initiatives to push this objective forward as targets were not reached in 2016/17</u> <u>Specific targets set to achieve by 31/3/18 are:</u> <u>- For Council Tax 'moves' a 10% shift in demand from telephone to online.</u> <u>- For payments made a 10% shift in demand from telephone to online/automated system.</u>	Finance	
On track	<u>To maintain high levels of customer satisfaction and monitor through regular surveys</u>	Planning Strategy and Development Management	A recent Building Control Survey has shown high levels of customer satisfaction with the service. It is hoped to carry out a survey in planning by the end of the year now that resources are in place to undertake this work.
Achieved	<u>To service any changes to the committee structure including joint meetings with other authorities as agreed by Council from both legal and democratic services perspectives</u>	Governance and Licensing Services	servicing a number of changes including the Housing Company Sub Committee, New Homes Bonus Panel, Enterprise Zone Board amongst others.
Achieved	<u>Trial new flexi time policy in Legal and Democratic Services and Revenues and Benefits with a view to implementing across the council in 2017</u>	Organisational Development	
On track	<u>We will carry out a comprehensive review of our corporate health and safety function in the light of</u>	Env Health & Car Parks	Our corporate safety team has now addressed many of the issues raised during last year's SWAP audit. The team has a workplan and is

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<p><u>recommendations of an audit by South West Audit Partnership. We will seek SMT authority to implement a range of charges to ensure that our service evolves to meet the needs of the authority.</u></p> <p><u>We will also work with colleagues in Exeter City Council and Teignbridge District Council to explore the possibility and feasibility of achieving efficiency savings and quality benefits by delivering some of these services on a shared basis across the three authorities.</u></p>		currently focussing on issues arising from our office relocation plans, most imminently those relating to Exmouth Town Hall,
On track	<u>We will continue to explore opportunities to develop a car park portfolio and actively seek to acquire additional sites in Sidmouth and Exmouth to better support the needs of those towns.</u>	Env Health & Car Parks	We have successfully increased the capacity of our Camperdown Terrace car park in Exmouth and now offer two new car+trailer spaces at Mamhead slipway. We will also be adding Manor Pavilion to our public car parks offer in November and we are continuing to explore opportunities to further develop the portfolio in Sidmouth,
On track	<u>We will review our out-of-hours services with an emphasis on the one-Council-team principle to establish whether opportunities for improved services or efficiency savings exist.</u>	Env Health & Car Parks	This remains a works in progress and will be considered during the budget setting process this autumn.
Variation	<u>Working proactively with developers to enable the release of development sites that are currently locked or not coming forward as quickly as they could and work to aid the delivery of local plan allocations</u>	Planning Strategy and Development Management	Work continues to aid the delivery of allocated sites in the Local Plan, however resources are limited to the Development Enabling and Monitoring Officer whose fixed term contract ends at the end of November. The need for further resources to be committed to this work is also being looked at with a proposal to be made through the budget setting process for 18/19 financial year.

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

Date of Committee	Report	Lead
17 Jan 2018	Draft budget and service plans with Overview	
22 Feb 2018	Crime and Disorder update, plus organised crime Elections report Strata update on progress against business plan (tbc) 3 rd quarter performance management report	Gerry Moore DCI Hawkins Chief Executive Laurence Whitlock (CEO Strata)
22 March 2018		
19 April 2018	Agreement on annual report to Council	Debbie Meakin

Work for allocation to the Forward Plan as appropriate:

Proposed date	Topic
tbc	Portfolio Holder update reports being sought; committee can then subsequently ask the PH to attend committee on specific aspects of their portfolio. Feedback on flytipping
tbc	Broadband and mobile coverage - as and when updates are available
tbc	Mental health services in East Devon – responses still awaited from Chairman of the DCC Health and Adult Care Scrutiny Committee, and the Cabinet Member for Adult Social Care and Health Services. The intention is for the Cabinet Member to attend a meeting, to which Heather Penwarden, Honiton Dementia Action Group will also be invited.
tbc	Update from Estates Team one year after recruitment of Property Records Officer and Business apprentice (from approved 2017/18 budget)

Topics put forward for scoping on 9 May that remain outstanding are:

- The role of the District Councillor in communication with local Town or Parish Councillor in dissemination of information from a district level (as linked to consultation on changes in service provision or charges that impact at a local level).