

Agenda for Scrutiny Committee

Thursday, 22 February 2018, 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 13 February 2018

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- 1 [Public speaking](#)
- 2 To confirm the minutes of the meeting held on 16 November 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 **Crime and Disorder Update** (pages 8 - 18)
Gerry Moore, Community Safety and Anti Social Behaviour Officer will present his update report. Also included in the agenda papers is an update from Councillor Tom Wright as representative on the Police and Crime Panel.
- 9 **Quarterly monitoring of performance for third quarter 2017/18.** (pages 19 - 52)
The Vice Chairman will present on the performance report for the months of October to December 2017.
- 10 **Scrutiny forward plan** (page 54)

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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 16 November 2017

Attendance list at end of document

The meeting started at 6.00pm and ended at 8.20 pm.

***24 Public speaking**

Paul Arnott sought clarification for why the scheduled report on Elections had not come before the committee at the meeting. He stated that he had seen correspondence dated 19 September from the Electoral Commission that made clear that the District Council would not be specifically referenced in the expected report, and therefore awaiting its publication was not necessary for the committee to proceed with review of the report.

***25 Minutes**

The minutes of the Scrutiny Committee held on the 19 October 2017 were confirmed and signed as a true record.

26 Development Management systems thinking refresh

The Service Lead, Planning Strategy and Development Management, updated the committee on work refining some of the internal procedures in dealing with planning applications. The committee had originally requested his attendance at committee in response to the concern on meeting targets for determination of planning applications. The performance monitoring report reflected a vast improvement, with the targets being met.

The systems thinking refresh had included:

- Setting up of a householder team
- Only undertaking site visits on householder applications when necessary
- Focus on pre-application
- Limiting negotiations
- Extensions of time introduced for minor approaches.

Discussion on the service changes implemented included:

- Concern that neighbours to applications do not object in order to avoid upsetting the neighbouring applicant, which could be missed if site visits were not carried out. In response, the committee were reminded that objectors could always put their views to the local Ward Member to make representation on their behalf;
- Considerable time had been saved in reducing site visits. Visits were still made if an objection was made by any objector, including Ward Member or town/parish council, and a significant proportion of applications still received a site visit. No recommendation was made on an application until officers were satisfied that they had all relevant information;
- A suggestion was made to inform the ward member and local town or parish if no site visit had been made. Whilst the Service Lead felt that this may only create demand (which was therefore preventable) he did agree to look into how feasible this would be;
- Negotiations in the past had, on some applications, become protracted. This led to many amendments to plans and a degree of consultation fatigue on those amendments. The revised approach expects submission of one pack of amendments to address issues with the application, after which a decision will be made.

The committee had also raised concern at their meeting on the 9 May on the impact of small internal room sizes, particularly in relation to converted larger buildings into home of multiple occupation. At the committee meeting of the 20 July, it was reported that Building regulations relating to internal room sizes only relate to buildings of student accommodation, hotels and schools. The only option identified at that time was the option for the committee to lobby government about their concerns.

The Service Lead reported that Government had now issued national minimum room sizes, which local authorities would have to research and evidence to support adoption through a local plan process. The national sizes came too late for the current Local Plan in place, but can be considered under the next review, which would take place once the Greater Exeter Strategic Plan (GESP) had progressed – this next review was expected to be in two years. Whilst minimum room sizes are a good concept for the welfare of house occupants, the Council needed to consider the impact of formally adopting the minimum, as it affected the size and cost of building houses. This in turn affects affordability.

The committee discussed options on lobbying in order to bring about better internal room sizes sooner, as there was great concern that domestic properties were being constructed with room sizes that were too small.

Discussion on the Housing and Employment Land Availability Assessment (HELAA) methodology and sites coming forward for allocation included:

- 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? There was agreement that development of high grade land should be avoided, but there had to be a balance between maintaining that land and delivering the number of houses required;
- Concern that the call for sites was not widely known and therefore a number of sites would not be put forward, as historically one councillor commented that many parish councillors were also landowners and had put forward only their own land. In response, the Service lead outlined a number of means of publicising the call for sites currently used, with the process designed to be open and transparent;
- The HELAA Panel did include developers and land agents. This was necessary as part of the process was to establish the willingness of the development industry in developing sites. Developers and land agents on the HELAA panel did not dictate or control the process. The database of sites produced formed part of the evidence to inform the GESP; the final plan would be agreed by Members through Strategic Planning Committee and Council.

Questions were also put to the Service Lead on the HELAA methodology, and how sites came forward for consideration to be assessed, and it deemed correct, added to the database of potential sites for employment and residential development.

Other discussion generally covered:

- Regular monitoring of the delivery of sites that have planning permission is made to Development Management Committee, including a delivery forecast. The next annual report on this is due in the new year;
- Issues of poor quality plans specifically for Exmouth Town Council, with slow download speeds or lack of plans attached to application for consideration. Plans were currently scanned at 300dpi as best compromise between quality and file size, and some reduction in quality was inevitable when switching between mediums of paper copy and scanning. Just over half of applications are now submitted electronically by agents, which helps sustain a high quality of plan, and work

progresses in raising his number, but legislation does not permit the Council to insist on submission electronically only. A number of examples were quoted. The Vice Chairman agreed to raise Strata related issues with the joint scrutiny committee in order to seek prompt resolution of the issues;

- The zoom option was a useful tool when viewing plans on the website for complex plans;
- Work had been undertaken on a one to one basis with each town and parish council when moving from paper provided plans to electronic, with 90% taking this on successfully when first introduced. In response to a suggestion for a training session for all town and parish clerks, the Service Lead agreed to contact the clerks to ask if they needed any specific help, and then provide one to one assistance as this was felt to be the best method;
- The Portfolio Holder for Strategic Development and Partnerships alerted the committee to pending software updates that were required and receiving prompt attention to resolve download speed issues;
- Town and Parish Councils can always request additional time for consideration of applications, to fit around their meeting cycles if more time to review the application is required.

RECOMMENDED to Cabinet that the minimum standard of internal room sizes, as issued by Government, is adopted as a matter of priority by the authority.

RESOLVED that

- 1. The committee welcomes the improvement in performance against the government performance measures for the determination of planning applications;**
- 2. Strata be asked to**
 - a. Improve the link between the planning portal to the council back office systems as a priority;**
 - b. Investigate how PDF documents can be downloaded faster.**
- 3. That the planning service contacts town and parish clerks to follow up any outstanding issues with receiving electronic planning applications.**

***27 Quarterly monitoring of performance for second quarter 2017/18**

The Vice Chairman highlighted the following from the second quarter:

- Housing and Council Tax and Benefit Claims - note comments regarding peak work loads in February and again in August and September
- Affordable Homes delivered 122 LY 100 target TY. Officer comments clear;
- Beach Safety Officer resignation – carried over from old report. The Chairman expressed his disappointment at the incorrect information relating to this item, particularly as it was a key role of the committee to scrutinise performance, which must be undertaken on accurate data;
- Fly Tipping 2 instances this Qtr from 4 in Qtr 1. On target. Portfolio Holder is working with the relevant officers to work on a strategy for fly tipping, after a recent Devon Waste Board Partnership meeting;
- Cranbrook Masterplan - for consultation on Preferred Approach during November and December – covered by Strategic Planning Committee;

- GESP. Delay due to Mid Devon Local Plan examination. Draft plan before members in 2018;
- Green Space Plan - officer on maternity leave. Information board at Budleigh really interesting and informative and commended to the committee;
- Asset Mapping. Await progress with interest;
- Tree Team has now been increased. Request update in 2018 to the committee;
- District Design Guide. Delayed by workload and staffing issues;
- Streetscene Health and Safety. New Technical Officer needed. H&S to be a priority. High risk litter picking an issue, and Portfolio Holder aware of situation. Suggest support for dedicated post at draft budget meeting in January 2018;
- Releasing development sites. Officer contract ends November. In response to a question from the Chairman about a possible adverse impact on the District's 5 year housing land supply, the Service Lead for Planning Strategy and Development Management outlined a proposal being developed for replacement with a delivery team, detail of which in costing and scale would be presented in the draft budget meeting in January.

Debate covered:

- Concern on implications for tourism and leisure users of open spaces, in light of a key objective on developing events or providing booking facilities for open spaces;
- Query on the objective on the delivery of recently awarded Tesco bags for life grant award on supporting workshops and enhancing the garden – which garden?;
- Concern on overdevelopment of income streams relating to the Local Nature Reserves, and how that impacted on low income families;
- A new policy on viability was expected in the spring of 2018.

***28 Scrutiny Forward Plan**

Additional items to allocate to the forward plan were:

- Specific Portfolio Holder report on the delivery of affordable housing in the District;
- Update on the work of the Tree Team following an expansion of the team;
- Review of community engagement policy from other authorities.

Cllr Gardner also raised a number of specific questions in relation to the proofing of ballot papers, and maintaining secrecy of ballot, that she wished to have responses to when the committee received the Elections report now set for February 2018. Advice was given to provide the questions in detail and the Democratic Services officer would circulate these to the committee, and ask the Chief Executive to cover the questions in his updated report. Cllr Rylance also requested an update on the implementation of recommendations made by the Electoral Commission following the 2015 election.

County Councillors for the district would be requested to lobby the Cabinet Member for Adult Social Care and Health Services to attend a future committee meeting to discuss mental health services in the area.

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

Scrutiny Members present:

Cathy Gardner
Dean Barrow
Cherry Nicholas
Maddy Chapman

Roger Giles
Alan Dent
Bill Nash
Marianne Rixson
Eleanor Rylance
Douglas Hull

Other Members

Phil Twiss
Brian Bailey
Pauline Stott
Peter Faithfull
Rob Longhurst
David Barratt

Officers present:

Ed Freeman, Service Lead Planning Strategy and Development Management
Shirley Shaw, Planning Barrister
Debbie Meakin, Democratic Services Officer

Apologies from Scrutiny Members:

Bruce de Saram
Simon Grundy
John O’Leary
Darryl Nicholas
Val Ranger

Apologies from Non – Scrutiny Members:

Jill Elson
Tom Wright
Paul Diviani
Mike Howe

Chairman Date.....

The East and Mid Devon Community Safety Partnership

A Partnership between East & Mid Devon District Councils, Devon & Cornwall Police, Devon County Council, Northern, Eastern & Western Devon Clinical Commissioning Group, Devon & Somerset Fire & Rescue Service, Dorset, Devon and Cornwall Community Rehabilitation Company



Report from East Devon District Council's Community Safety and Anti Social Behaviour Officer

The priorities for the East and Mid Devon Community Safety Partnership (CSP) in 2017/2018 are as follows:

- Anti Social Behaviour
- Domestic and Sexual Violence and Abuse
- Scams and Online Safety
- Substance Misuse
- Crime Prevention
- Child Sexual Exploitation
- Modern Day Slavery
- Preventing Violent Extremism
- Hate Crime
- Local Priorities
- Have a Communications Strategy

It is not anticipated that there will be any major changes for 2018/2019 with the exception of raising awareness of organised drugs networks namely County Lines'.

Just a reminder that the Partnership has a Steering Group which meets four times a year and is currently chaired by Chief Inspector Sarah Johns. In East Devon we have a number of multi agency Local Action Groups (LAGs) but due to poor attendance the Mid Devon LAGs have ceased. However these groups will be convened for any specific local issue.

In East Devon there are five LAGs which meet every six weeks. Prior to this year there were only four but Cranbrook wanted their Partnership meetings to become a LAG and this was agreed by the CSP chair.

In addition to the LAGs there is an East and Mid Devon Domestic and Sexual Violence and Abuse Forum which meets quarterly. Although attendance at all these groups including the Steering Group can be patchy, in the main it is good.

This financial year the Office of the Police and Crime Commissioner (OPCC) allocated £24,000 to each CSP across Devon and Cornwall although £4000 of this was ring fenced for work around vulnerable people. Effectively East and Mid Devon had £10,000 each. The next financial year each CSP is being allocated a similar amount of money.

Examples of some Partnership Projects/Initiatives paid for from OPCC funds 2017/2018

- Funded mediation again this year (£500) meaning that together with the Police I can refer any number of cases to the Devon Mediation Service at no extra cost. Such interventions can be a good way of dealing with neighbour type disputes if all parties agree to mediate. To date 3 referrals have been made to the service.
- Once again I have paid for a play called 'Last Orders' (£4,500) to be performed in our East Devon secondary schools. It is a hard hitting production about the dangers of alcohol misuse and some 1,245 Year Group 9 (aged 14 to 15 years) students saw the performance.
- In 2016 the Police in Axminster identified that there are a number of persons living in the town who have drug and or alcohol addictions and decided to do something about it. As a result sufficient money was raised to fund a RISE Hub in the town.

RISE is the agency who currently are contracted to provide support across Devon for persons with addictions. This year I gave £200 towards the initiative which is being funded for a 2nd year by the Office of the Police and Crime Commissioner.

This funding means that on one day a week until the end of September 2018 two RISE workers and trained volunteers offer additional help and support to those persons who have addiction problems. I chair the Steering Group for this very worthwhile initiative.

- Funded Bthechange, a Social Enterprise, to work in secondary schools regarding social responsibility (£450). This local initiative aims to provide individuals with immediate well-being support and practical guidance should they find themselves on the wrong side of the law for the first time Through education initiatives they aim to discourage young people from crime by empowering them to explore, understand, challenge and change attitudes that may lead to anti-social or serious criminal activity. Work has taken place at Cranbrook Education Campus, Honiton and Sidmouth Colleges and to date a number of sessions have been organised reaching over 250 students.

The feedback from the Cranbrook Education Campus has been very positive and they have requested further inputs which I have funded.

- I have paid £300 for Stop Abuse for Everyone (SAFE) to run 'bite size' workshops aimed at those practitioners who work with children. This is about increasing the understanding of the impact that domestic violence and abuse has upon the family. To date two training sessions have taken place and attendees have totalled 55.
- Together with the Exeter CSP the East and Mid Devon CSP has funded adverts (East Devon = £600) to go on to the back of till receipts in the main Argos stores. The adverts give help line contact numbers about where to access help and support regarding domestic abuse and sexual violence and abuse issues. The Honiton and Tiverton stores plus two in Exeter are the stores participating. The initiative will take place for 14 weeks over the Autumn and Winter period including Christmas 2017 and means that several thousand customers will get a till receipt with this vital information on.
- Guest speakers have been invited to all the LAGs to talk about two initiatives; firstly, 'One Small Step', a Devon County Council initiative to prevent long term health conditions whereby free support and advice is available for a number of things including drinking and smoking. Secondly, Drink Wise Age Well which provides advice and support for the over 50s regarding their drinking habits.

Projects funded from other sources

- Following advice from Cllr Tom Wright and assistance from Janine Gardner the Clerk to Cranbrook Town Council, a successful bid was made for 'Parishes Together' funding which enabled a play called 'Chelsea's Choice' to be performed in all 8 of our secondary schools. This is also a very hard hitting play about child sexual exploitation and some 1,500 Year Group 8 students (aged 13 to 14 years) benefitted from the production in Autumn 2017.
- I purchased a small number of padlock alarms that Police Neighbourhood Teams can distribute for crime prevention purposes and also bought a few personal attack alarms that the Police can give to potential victims of domestic abuse. Both devices provide valuable public reassurance.

Other Partnership Updates

- The CSP has supported the 'Zero Tolerance to Hate Crime' Campaign, organised by the Police. Both the East and Mid Devon District Council Reception areas are registered as 'Collection Points' for the various leaflets and posters available.
- Once again the CSP will be holding its Annual Conference at Broadclyst Victory Hall and this year it will be during the morning of Wednesday 11th April followed by a free buffet lunch. The theme is 'Protecting Vulnerable People' and there will be inputs on adverse childhood experiences, domestic and sexual violence and abuse, dangerous drugs networks (county lines), child sexual exploitation etc.

The event is open to anybody and we hope to emulate attendances over the last few years which have numbered between 80 and 100 people.

Gerry Moore

Community Safety and Anti Social Behaviour Officer

BRIEF REPORT OF THE MEETING OF DEVON, CORNWALL AND ISLES OF SCILLY POLICE CRIME PANEL FRIDAY 2 FEBRUARY 2018.

1. Not surprisingly the main topic was the proposed increase in the precept by £12 for a band D property. The Home Office had given blanket approval for PCCs throughout England and Wales to impose this increase. The PCC did canvass the views of the public by means of a well publicised social media campaign. The overwhelming number of those who responded were in favour of an increase (86%) and 71% expressed a willingness to pay an increase of £12. In East Devon 76.2% were willing to pay £12, the highest proportion throughout the police area. In fact the £12 is for a band D property and a band H property will incur an increase of £24. The increase under the 1.9% rule would have been £3.51 for a band D property. East Devon is the biggest contributor, other than Plymouth City and Cornwall. The budget was approved by all members present bar 1, and he was a stand-in representative for Plymouth who voted against the budget.
2. I did put the first question to the PCC expressing concern that despite the better than anticipated financial situation the Chief Constable's proposed staffing numbers as set out on p21 of the agenda had not altered, in that he was proposing still further cuts to PCSO numbers. The current level is 268 and due to reduce to 150 by year 2020/21. I did suggest that it might be that the importance of and value attached to PCSOs by a more rural community, often the only 'police' presence, were not fully appreciated by someone with only a very urban policing background. The PCC invited the CC to reply and he did agree that he would look again at his staffing model. He made no promises and stated that his priority was to halt the slide in police officer numbers and to get back to the 3,000. He said that he would look at other police staff numbers and see if there was room for adjustment between, for example civilian investigators and PCSOs. Other members of the panel expressed my concerns.

3. The CC went on to say that he would be increasing his roads policing capability and intended to be firmer in speeding and drink driving enforcement and mobile phone use.
4. The support for Community Safety Partnerships would continue at the current level, as would financial assistance to get CCTV systems linked to a central monitoring facility. There is no funding to provide the hardware for CCTV.
5. There was an improvement in 101 call handling and the 101 email system was becoming more used and 99% of emails were responded to within 24 hours. Further improvement in 101 handling will not be achieved without significant investment in IT, which is in the budget. There is a triage system in 101 and so those calls of a more urgent nature receive priority. 80% of 101 calls are passed on to someone to deal with problem within 10 minutes. 95% of 999 calls are answered within 10 seconds. The average time for attendance at incidents needing immediate attention is just over 14 minutes. That of course is very dependent on location.
6. Although the extra revenue raised, about £5.1m will be almost entirely spent if police officers were awarded a 2% pay increase. 84% of the spending is salary.
7. I have concentrated on the issues most affecting East Devon. [The full agenda, with detailed spending plans, is available online](#) as is a webcast via Plymouth CC website.

Tom Wright
Budleigh ward,
Environment Portfolio Holder,
East Devon's representative on PCC.

Our ref: PCP_PCC_Letter_180102

31 January 2018

Dear Police and Crime Panel members

In my proposed precept, budget and medium term financial strategy report I said I would write to you with the results of the precept poll ahead of the Police and Crime Panel meeting on 2 February. Please find below the results of that poll as promised. I have not published these figures as I undertook to provide them to you first. These figures will be included in Friday's presentation and published on our website on Friday.

Below you will find the results from our precept poll.

A total of 4109 people responded to the precept poll – which I am really pleased with as this is a much higher response rate than some PCCs have received. 86% of respondents support the need for greater investment and 71% of all respondents would be willing to pay an extra £12 per year in their council tax.

The responses come from across the policing area and are broadly consistent across the geographic patch. The tables below provide a breakdown of responses by local authority and by council tax band for your information. The number of respondents willing to pay an additional £12 ranges from 65.6% in Torrington to 76.2% in East Devon – with an overall total for Devon and Cornwall of 71%. In terms of support per council tax band there were high levels of support from across all the bandings with the only outlier being Band H properties – where 61% of respondents were in support.

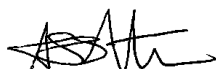
I can assure you that the poll was advertised as widely as possible. We advertised through facebook for 2 weeks and the total reach from that was 61,837 individuals – and the total impressions was 103,000 (recognising that some may have seen it more than once). We also used twitter extensively. The poll was advertised on the homepage of the OPCC's website and was highlighted in my PCC weekly blog which is published in a number of local print including the Western Morning News. The poll was also promoted via posts on the Neighbourhood Alert system, covered in items on local radio – including on pirate FM and BBC and was circulated to the force's independent advisory and local reference groups (diverse community groups).

I look forward to seeing you all on Friday at the Panel meeting to discuss my proposed budget and investment plans for Devon, Cornwall and the Isles of Scilly for the coming year. If you have any questions or comments regarding the precept poll and the budget proposal please do feel free to get in contact with me ahead of the meeting either by email at Alison.Hernandez@devonandcornwall.pnn.police.uk or by calling me on 07769996066.

I can also advise you that the Policing Minister has today issued a statement in the Houses of Parliament confirming the police grant settlement for 2018/19 at the levels that were set out in his statement of 19th December 2017. The Home Office have also today published a national database of police reserves. As you know I have reviewed the reserves strategy and approach in Devon and Cornwall and we have a clear plan for management and use of reserves over the lifetime of the Mid Term Financial Statement, in particular to support capital investment in estate and technology to support local policing. My proposed plans in this area are set out in detail in the proposed budget report for your consideration.

Kind regards

Yours sincerely

A handwritten signature in black ink, appearing to read 'Alison Hernandez', with a stylized flourish at the end.

Alison Hernandez
Police and Crime Commissioner

Results by precepting authority

Where in Devon, Cornwall and Isles of Scilly do you live?	Total responses from location	Question 1 - YES	Question 2 - YES
Cornwall	1,045 26.5%	892 85.4%	697 66.7%
East Devon	491 12.5%	422 85.9%	374 76.2%
Exeter	300 7.6%	254 84.7%	217 72.3%
Isles of Scilly	4 0.1%	3 75%	3 75%
Mid Devon	261 6.6%	231 88.5%	187 71.6%
North Devon	352 8.9%	299 84.9%	240 68.2%
Plymouth	406 10.3%	356 87.7%	286 70.4%
South Hams	204 5.2%	178 87.6%	153 75%
Teignbridge	306 7.8%	274 89.5%	223 72.9%
Torbay	377 9.6%	328 87%	283 75.1%
Torrige	90 2.3%	77 85.6%	59 65.6%
West Devon	108 2.7%	98 90.7%	81 75%
Total (of known location)	3,944 95.9%		
Unknown location	165 4.1%		
Total	4,109	86.52%	71%

Results by council tax band

What council tax band if your property in?	Number of responses	Question 1 - YES	Question 2 - YES
A	315 7.7%	274 86.9%	218 69.2%
B	552 13.4%	496 89.9%	384 69.6%
C	730 17.8%	637 87.3%	521 71.4%
D	1,536 37.4%	1,339 87.2%	1,107 72%
E	531 12.9%	450 84.7%	371 69.9%
F	249 6%	205 82.3%	179 71.9%
G	152 3.7%	123 80.9%	111 73%
H	44 1.1%	31 70.5%	27 61.4%
Total	4,109	3,555 86.52%	2,918 71%

Appendix 1

National Headlines

- £450m investing in Police includes £270m to be generated by Council Tax.
- £50m increase in counter terrorism grant. The exact local allocations will not be known until late January.
- £175m for the Police Transformation Fund.
- £130m in national policing priorities such as police technology and special grant.
- A relaxation of the council tax cap, taking it to an increase of £12 before a referendum would be due.

Specific to Devon and Cornwall

- The letter from the minister quoted an increase in spending power of £8.5m. In broad terms this is £7m due to the council tax increase of £12 on the 2017/18 council tax base. Plus £1.5m for council tax base growth.
- The increase of £8.5m equates to a 3% increase on our current total spend.
- The grant has remained static at £179m.
- The council tax represents 37% of our total funding with the grant representing 63%.
- Current Band D £176.28 the £12 increase would take this to £188.28, an increase of 6.81%
- We had previously assumed a 1.99% (£3.51) increase so that would be mean a further increase of 4.82% (£8.49).
- The Banding equivalents for the full £12 per annum increase are:-
 - Band A- £8.00
 - Band B - £9.33
 - Band C - £10.67
 - **Band D - £12.00**
 - Band E - £14.67
 - Band F - £17.33
 - Band G - £20.00
 - Band H - £24.00
- Based on our budget assumptions, which assumed a 1.99% increase, this flexibility will mean an **extra** £5m from council tax. However, the pay award recently announced will cost at least £2.5m.

Report to: **Scrutiny Committee**
Date of Meeting: 22 February 2018
Public Document: Yes
Exemption: None



Review date for release None

Agenda item: 9

Subject: **Quarterly monitoring of performance – 3rd quarter 2017/18 October to December 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: **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 3rd 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 is one service objective showing a status of concern.

- **Feniton flood alleviation scheme** - Form 1 (approval in principle) submitted to Network Rail end of Q2, Network Rail will not review until they have re-confirmed whether they will construct. Awaiting update from Route Director at present.

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

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

- **Percentage of planning appeal decisions allowed against the authority's decision to refuse** – Four appeals were decided during December; two were dismissed and two allowed. One of the dismissed appeals was in respect of an enforcement appeal which is not subject of the performance indicator.
- **Number of focused vehicle license checks** - This performance indicator is slightly behind the target due to stretched staff resources in this quarter. The team are currently without a manager (due to arrive in February) and the introduction of the new street trading regime has taken up a lot of time. It is expected that this will be recovered in the last quarter.

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



Quarter 3 Performance Report 2017-18

Performance Overview, Council Plan Actions and Key Performance Indicators

January 2018

Document Key

Action Status classification

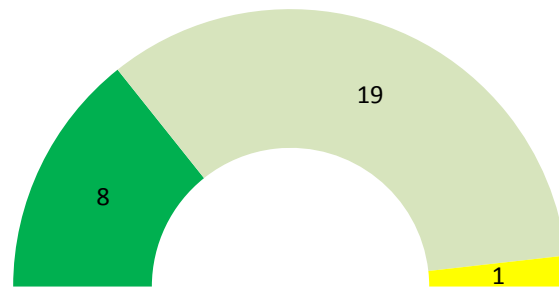
- Red (Concern) highlights targets with serious problems or significant delays.
- Amber (Variation) indicates actions with mild concerns or minor setbacks.
- Green (Achieved) displays special achievements or early completions.

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 Three 2017/18

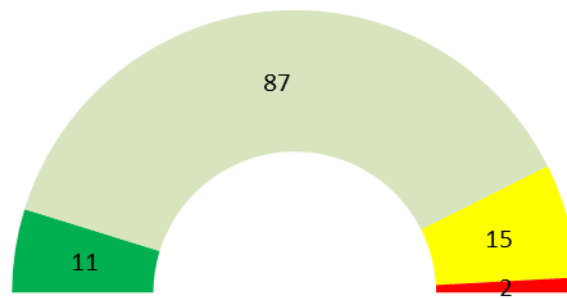
Chart a. Performance against our Council Plan 2017/18 – for more detail please see the following pages



Number of Measures
(Total measures for outcome = 28)

- Achieved
- Variation
- Concern
- On track
- Data not yet available

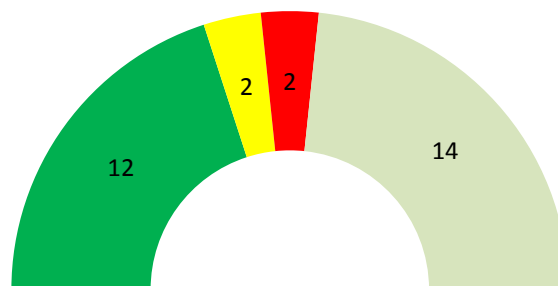
Chart b. Performance against our Service Plan Objectives – for more detail please see appendix B



Number of Measures
(Total measures for outcome = 115)

- Achieved
- On track
- Variation
- Concern

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



Number of Measures
(Total measures for outcome = 30)

- Achieved / Excellent
- Concern
- No target
- Variation
- Data not yet available

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	Bids for the spend of CIL for this financial year were considered by the Members CIL Working Party and Strategic Planning Committee, however very few bids were received and those that were received included very little information and so did not score well. This is despite clear guidance being given to applicants and being made very clear that evidence to support the bid was required. Members decided not to support any of the bids as none met the set criteria. The spend process will be reviewed in the spring with the Members Working party to consider how to manage this process in future. In the meantime we continue to issue liability and collect CIL when due, however income remains low compared to the infrastructure needs identified in the Infrastructure Delivery Plan.
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. We are preparing for procurement of a new repairs service as our current contract moves towards expiry.
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	Comic Relief bake off in Axminster; Clayton House Community Centre Allotment Club in Exmouth; iFit Sidmouth Family Days run between Housing and Countryside teams; Community Festival in Honiton; Dog Fouling signage in Littleham, Exmouth.
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 still remains a priority service area and we have just appointed our Public Health project officer to a permanent position. We will continue 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	Private Sector Housing is presently offering a reactive service regarding Long Term Empty properties. This is due to the retirement of the Partnership Officer and the closure of the Exeter City Council Contract. There is agreement to consider an ATR to bring this work in house. The Authority To Recruit is being considered shortly.
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	67	109		↑
Number of households living in temporary accommodation	3	10 (1/4)	4	10	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 complete and operations with the creation of 250 new jobs, Marks and Spencer Exmouth and Honiton stores now open, new hotel development on the A3052 approved, Seaton Tramway new terminus under construction. Council approved £1.7 million loan towards the Science Park business expansion space.</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 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	92% this quarter
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	Starting to review property portfolio which will gain momentum with the incoming Head of Property and Estates. Principal Building Surveyor also reviewing property condition information including backlog and reactive maintenance costs. This is to see if works could be carried out on a more planned approach, translating into more cost effective running costs.
Note 1.		

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 underway. 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%	92%		↓
Creditor days - % of invoices paid within 30 days	97	99 (3/12)	97%	97%	98%		↓

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 continuing work on recommended option detailed business case. The next steering group meeting is on 10th January 2018 where progress on the business case will be presented. The detailed business case will be submitted to the EA in summer 2018 to apply for funding for the construction phase of the project.</p> <p>Seaton BMP - Public consultation on the possible beach management options closed on the 2nd January. The long list of possible coastal protection options was analysed against a set of technical, environmental and economic criteria to produce a set of preferred options. Following analysis of the public consultation responses a final options report will be produced, which should lead to the adoption of the BMP in spring 2018. Further information can be found at eastdevon.gov.uk</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	<p>The new service is now embedded and working well. The week following Christmas saw over 600 tonnes of recycling collected (usual average is now 400 tonnes), a 60% increase on normal. Our crews had to work exceptionally hard in difficult conditions to make these collections.</p> <p>Work continues on crew monitoring, container return and vehicle littering.</p>
Explore opportunities for securing a Blue Flag for the beaches in East Devon.	Variation	Due to the resignation of the previous 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 and subject to budget approval we are intending to submit seaside awards for Exmouth and Seaton in 2018, Sidmouth and Budleigh in 2019, and a Blue Flag award for Exmouth in 2020 (the reason for the delay on blue flag is the work needed to get to submission standard)
Implement a programme of fuel efficiency measures for council properties.	On track	

Note 2

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	57	57		
Residual household waste in kg per household	73		67	58	58		
Percentage of Municipal waste for disposal (incineration and	53		49	43	43		

landfill)							
Improved street and environmental cleanliness – fly tipping	3	3 (1/4)	4	2	3		↑
<p>Management note:</p> <p>Note 3</p>	<p>During the third quarter of this year there were 158 fly-tipping incidents recorded (a score of 1088 when Defra size weightings are applied). This compares to 116 incidents in the corresponding quarter last year (454 when weighted). So far in this financial year 391 incidents have been recorded (2475 weighted) compared to 337 incidents in the first three quarters of last year. Further work is being done to identify the types of waste causing the increases and whether it is related to the new waste and recycling scheme or DCC tip charges. Enforcement investigations have risen from 130 in the first three quarters of last year to 212 in the corresponding first three quarters this year. The increasing number of incidents and the increasing enforcement actions gives us the targeted grade 3 from Defra.</p>						

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 on time and now operational. Contractors now on site in Honiton construction work on target and the relocation date of December 2018 to the new HQ remains well underway and on target. Developer appeal on Knowle site has been completed and decision awaited.

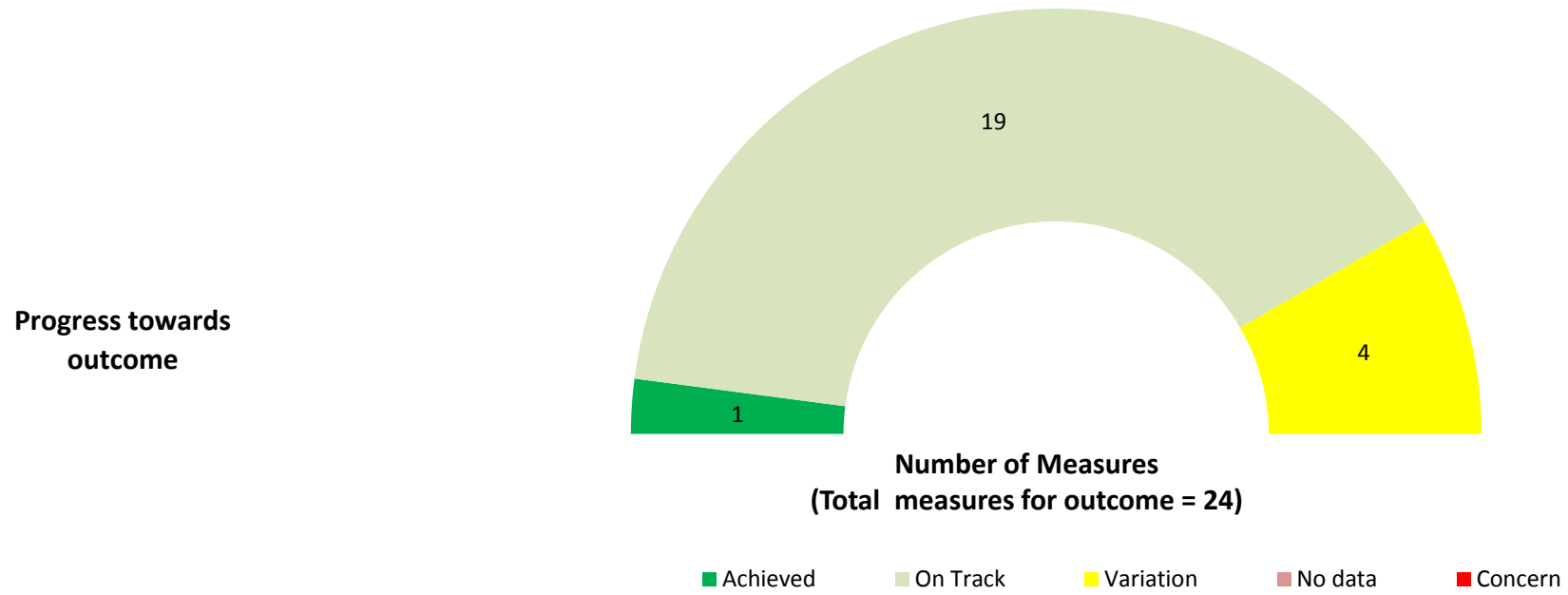
Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Percentage of Council Tax collected	99.01	86.53 (9/12)	30.35	58.15	85.94		↑
Percentage of Non-domestic rates collected	98.71	33.64 (9/12)	31.47	59.64	84.85		↓
Working days lost due to sickness absence	8.91	6.38 (3/12)	2.06	4.23	5.66		↑
Percentage of planning appeal decisions allowed against the authority's decision to refuse	34.4	30 (9/12)	42.9	28.6	34.3		↓
Management note: Note 4	Four appeals were decided during December; two were dismissed and two allowed. One of the dismissed appeals was in respect of an enforcement appeal which is not subject of the performance indicator.						
Percentage of Stage 2 complaints responded to within stated timeframes	73	100 (3/4)	100	100	100		N/A
Percentage of minutes and audio from council meetings uploaded together within 5 working days Note 5	100	100 (3/4)	100	100	92		N/A
Management note:	Delay in sign off of minutes from two meetings in the quarter.						
Percentage of FOI responded to within the statutory time limits	100	100 (3/4)	100	100	100		N/A
Number of focused Licence checks	150	114 (3/4)	58	103	152		↑

Number of focused vehicle license checks	120	90 (3/4)	32	65	80		↑
Management Note:	This PI is slightly behind the target due to stretched staff resources in this quarter. The team are currently without a manager (due to arrive in February) and the introduction of the new street trading regime has taken up a lot of time. It is expected that this will be recovered in the last quarter.						
Total average headcount (quarterly total)	503		505	505	503		↑
Cumulative Staff Turnover as a percentage of all staff (voluntary leavers)	10		2	5	8		↓
Capability at point of contact for Benefits	84		59	59	53		↑
% of residents who pay their Council Tax by Direct Debit	79		79	79	79		↑
Number of Level 2 complaints (year to date)	34		9	18	23		↓
Number of Freedom of Information Requests (year to date)	658		174	370	533		↑
Missed bin collections per 1000 households	14		Data not available	Data not available	20		
Days taken to process local land charges property searches	Less than 6	New PI	2	2	2		
Percentage of minor planning applications determined within 8 weeks	75.97	65.0 (3/4)	75	74.41	75.59		↑
Percentage of other planning applications determined within 8 weeks	86.26	80.0 (3/4)	86.03	84.44	83.56		↑
Days taken to process Housing Benefit/Council Tax Benefit new claims and change events	5.40	5.40 (9/12)	4.63	4.71	4.95		↑
Proportion of outstanding debt that is more than 90 days old from date of invoice	12		20	42	45		↓

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	2		↔

PRIORITY ONE: Encouraging communities to be outstanding

Service Plan Objectives - Quarter Three 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	Advising as / 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	Negotiations ongoing with the Consortium to agree specific investments. Potential for funding for modular space to be secured through the Enterprise Zone programme.
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 and Service Plan have 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	Consultation on the preferred approach document was completed in January and we are currently reviewing the responses and considering the issues raised. It is intended to report to Strategic Planning Committee on the comments received and next steps with the plan. Note 6
On track	<u>Continue to engage and support communities in Neighbourhood Planning activities</u>	Planning Strategy and Development Management	Support for neighbourhood planning groups is on-going and continues to be popular.
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 in securing the right development in the right place,</u>	Governance and Licensing Services	

Service Plan Objectives - Priority 1

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>and taking effective enforcement action against unauthorised and harmful development.</u>		
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	Ongoing & on track – we will be planning schools bedding/planting again for the summer along with National Play Day and Love Parks week.
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	Alongside a series of community events run by Mobile Support Officers (MSO) eg Wild West jamboree in Axminster; Light up Lymebourne and La La Choir in Sidmouth; others such as the Christmas Fayre in Broadclyst were run by Estate Management Officers. Designed to compliment the home visits and support delivered by MSOs these help reduce isolation, improve confidence and therefore help tenants in sheltered accommodation to stay living as independently 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 formed part of the recent preferred approach consultation the results of which are currently being analysed. 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.
On track		Housing	

Service Plan Objectives - Priority 1

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>Improve the use and safety of housing</u>		
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	Two new tenant members recruited onto the Housing Review Board; Youth Conference held at the Earth Centre at Bicton; Estate walkabouts carried out at Whimble and at Jarvis Close & Bidmead Close in Exmouth. Tenant delegation attended a visit with the Housing Minister to give their views on Housing and make sure their priorities for East Devon are heard.
On track	<u>Manage the Beer Parish Council asset devolution pilot scheme proposals</u>	Property and Estates	Detailed proposals developed in discussion with EDDC and Beer Parish Council including car parks, engineers, and streetscene to ensure the operational and financial implications of asset transfer are resolved. Cabinet report due before the end of the financial year.
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	No advice / support has been required.
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 and regeneration are at the heart of our work in Landlord Services, which we support through our Estate Management Officers, Mobile Support Officers, Community Development Officers and sometimes through our Rental Officers. Organising and delivering a range of community activities and encouraging tenants of our housing to attend, are part of our DNA nowadays. No longer is it the remit just of an involvement officer or community development staff. Examples are estate walkabouts, Service Review Groups, bingo sessions, tea dances, Xbox Challenges, youth clubs, family festivals, tenants associations, bazaars, coffee mornings and fetes.
Variation	<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	We await the outcome of our bid for Housing Infrastructure Fund money to support the delivery of the relief road while continuing to work with the two main land landowners/developers on working arrangements for production of a masterplan. Note 7
Variation	<u>Transfer of the Younghayes Centre to the Cranbrook Town Council</u>	Property and Estates	Delayed negotiations and legal process. Note 8
On track	<u>Use planning policy to promote and encourage new high skilled</u>	Planning Strategy and	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

Service Plan Objectives - Priority 1

Priority: Encouraging communities to be outstanding

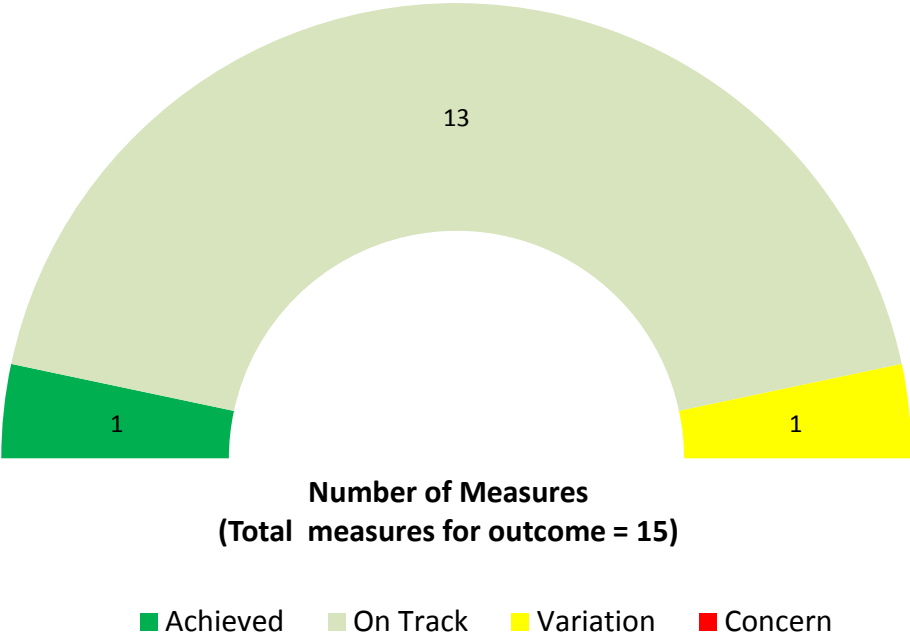
Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>and well paid employment across the district.</u>	Development Management	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 Three 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	The consultation with Town & Parish councils is now to run in spring 2018 following comments from SMT and AMF. The consultation will introduce the need to save money on this important but discretionary service, along with possible ideas for saving money.
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.
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	Retendering construction of Seaton workshops. Tender outcome expected in March, allowing a decision to be made.
On track	<u>Ensure the Enterprise Zone becomes operational with robust governance arrangements and that critical investments to unlock the delivery of floorspace are brought forward</u>	Growth Point Team	Significant progress made in developing evidence to support the investment proposals discussed at the first Enterprise Zone Board meeting. Business cases have been commissioned and initial drafts received for review. A web domain has been purchased for a website to be developed to provide information to prospective occupiers. Initial work has

Service Plan Objectives - Priority 2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Objective	Service	Comments
			started on branding and signage for the zone. Three further projects under development.
On track	<u>Establish a monitoring system to identify external funding opportunities for appropriate regeneration and economic development projects</u>	Regeneration & Economic Development	This is now in draft form with Lynsey having met with Richard at Devon County Council to ensure duplication is avoided. We are now preparing an European Regional Development Fund bid for £1.2m for East Devon Business Centre Phase 3 and are disseminating news of funding relevant to East Devon businesses via our newly established business bulletin.
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	Presently putting together a training opportunity for businesses to run on the 1st March to gauge interest. Preparing a report for SMT proposing a charging regime for coaching and mentoring work above the usual level of service provided by the team
On track	<u>Project Pipeline Plan to identified funding bids/opportunities - New workspace provision (x3 locations)</u>	Regeneration & Economic Development	Economic Development Manager has produced 2 x PIDs for Cloakham Lawns and CeramTec and continues to promote these 3rd party owned sites for employment development where possible. This has involved substantial support to the CeramTec workspace proposal. A PID is now being produced for East Devon Business Centre Phase 3 following completion of a feasibility study. We are also bidding for £1.2m to fund this workspace development. It is not anticipated that this bid will be successful since the Phase 3 development is commercially viable, achieving a positive net return to EDDC in approx. 8-10 yrs.
On track	<u>We will find innovative ways to promote inspection outcomes under the Food Hygiene Rating Scheme (FHRS) and to review the ways in which we draw attention to those outcomes. This will provide a clear incentive for businesses to improve their compliance with regulatory standards we will clearly and expressly identify businesses who have achieved improved scores and those who have not</u>	Env Health & Car Parks	Have developed a report showing the premises inspections for the previous month and how the FHRS has changed. Discussing mechanisms to get this information on the website in a user friendly manner
On track	<u>Review our events booking procedure and agree a protocol to include a streamlined process; cross reference with other</u>	StreetScene	

Service Plan Objectives - Priority 2

Priority: Developing an outstanding local economy

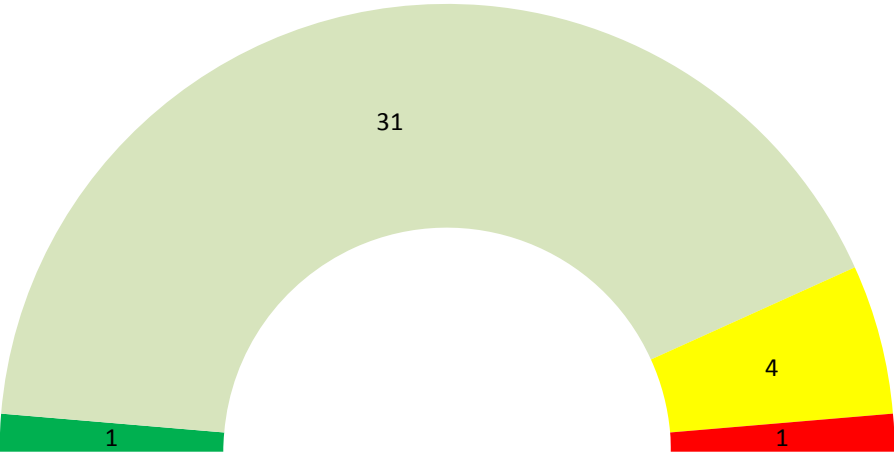
Key Strategic Objective

Objective Status	Objective	Service	Comments
	<p><u>departments; local rules for areas and sites such as Exmouth Strand and an improved charging structure.</u></p> <p><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></p>		
Achieved	<p><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></p>	Governance and Licensing Services	
On track	<p><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></p>	Planning Strategy and Development Management	We continue to respond positively wherever possible to proposals to deliver employment sites. We are also working with the Economic Development Team to see how we can work better together to achieve our common goal of delivering employment spaces to meet the needs of the district.
On track	<p><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 customers across all East Devon pay and display car parks.</u></p>	Env Health & Car Parks	Consultation proposals to be considered by Cabinet on 7 February 2018.
On track	<p><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></p>	Env Health & Car Parks	Ongoing and the next phase will follow our public consultation exercise being considered by Cabinet on 7 February 2018
Variation	<p><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></p>	Planning Strategy and Development Management	Work continues on identifying housing and employment needs across the Greater Exeter Strategic Plan area and identifying key areas where growth can be accommodated. At the present time the timetable for presentation of a draft plan is uncertain but it is intended to bring an update report to Strategic Planning Committee in March .

PRIORITY THREE: Delivery and promoting our outstanding environment

Service Plan Objectives - Quarter Three 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	Surveys done. Data now needs to be analysed.
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	Detailed design commenced in Autumn
On track	<u>Cranbrook Healthy New Town outreach – social prescribing / referrals, health walks (LED), cycle route developments (Active Devon)</u>	Countryside, Arts and Leisure	The 'Cramblers' health walk is running regularly throughout the year. Social prescribing has not yet begun and is dependent on future management arrangements with the Country Park. Ranger is running weekly forest school activities with Cranbrook schools allowing children access to the Country park.
On track	<u>Deliver countryside outreach work programme within targeted communities across East Devon collaborating with Housing</u>	Countryside, Arts and Leisure	During this period the Education ranger has delivered 8 sessions for targeted children's centres in Honiton, Exmouth, Axminster and Seaton. 3 activities have also been successfully delivered for local Switch youth groups. Other work areas include forward planning and the production of the 2017 review which is now in print.
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 in partnership with Exeter CC and Teignbridge DC. The SANGS at Dawlish is now open and in use and represents a significant step forward in the delivery of SANGS across the area.
On track	<u>Delivery of habitat mitigation measures, both on-site and off-site, through the</u>	Growth Point Team	First SANGs now officially opened. Wildlife Refuges now agreed and being taken forward.

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>Habitat Regulations Executive Committee</u>		
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	Michael Fairfax commissioned for accessible garden sound installation.
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	Health walks are being led by LED and have been growing each quarter. A new social prescribing model is being piloted by RD&E and LED in Honiton and Seaton GP surgeries and the countryside team will be working closely with LED to embed some of our offers into this programme. Our volunteer programme has been growing this quarter and we now have 120 registered volunteers contributing over 5000 hours of work. Much of this has had huge health and wellbeing benefits to those participants.
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:
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	Progressing well in all areas
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	Harvest events took place in all 4 orchards this quarter. Working with over 30 families and many individuals. Honiton Bottom orchard will be the focus for the next quart whilst a new orchard is being considered for Sidmouth area in conjunction with Community Development Team.
Achieved	<u>Enter the Family Arts Festival award and Devon Tourism award 2017.</u>	Countryside, Arts and Leisure	Achieved highly commended Acland Award from East Devon AONB. Family Art Awards No longer in existence.
Concern	<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 (approval in principle) submitted to Network Rail end of Q2, Network Rail will not review until they have re-confirmed whether they will construct. Awaiting update from Route Director at present.

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
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> - Assist Countryside in getting the policy adopted and then implement its management policies. - Review our green spaces and categorise our sites, rationalise spend on prime sites in line with GSS.	StreetScene	Work will be starting on the categorisation of parks next week with the maternity cover officer we now have in post.
On track	<u>Habitat and species recording programme to be set by the Trainee Countryside Ranger</u>	Countryside, Arts and Leisure	
Achieved	<u>Implement new tree software (Ezytreev) for Tree team to enable better data capture</u>	Countryside, Arts and Leisure	Software installed.
Achieved	<u>Manor Pavilion theatre car park to be changed into a pay and display car park.</u>	Countryside, Arts and Leisure	Works completed and pay & display arrangements now in place - achieved November 2017.
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.</u> <u>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).</u> <u>Agree an Asset inspection protocol and service asset management plan in conjunction with Estates and inspect assets accordingly.</u>	StreetScene	Prioritisation of sites provided by StreetScene Ops, property completing review of sites against land registry info in order to double check all land included, inspection protocol re- sent to StreetScene Ops to review before seeking adoption. Discussions started with suppliers for inspection system upon confirmation that strata are no longer intending to supply a system.
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	Overall a successful roll out and monthly review meetings have helped with a smooth transition
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</u>	StreetScene	Public consultation on options completed in December/January, BMP on track to be completed Q4.

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<p><u>options and costs to manage the beaches over the next 10 years.</u></p> <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> 		
On track	<p><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></p> <ul style="list-style-type: none"> • <u>Watersports Centre</u> • <u>Street trading in local craft and produce</u> • <u>Sidmouth seafront/Port Royal renewal</u> 	Regeneration & Economic Development	<p>The departure of our Business Liaison officer in Jan 2017 will impact our ability to organise and event manage street trading events in 2017/18.</p> <p>Economic Development Manager is working with our new Economic Development Officer to explore capacity to pick this up. Have requested Richard Cohen update the draft Service Plan to include this in place of less urgent outputs.</p>
Achieved	<p><u>Submit a Green Flag application for Seaton Wetlands</u></p>	Countryside, Arts and Leisure	2018 application has been submitted
On track	<p><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></p>	Countryside, Arts and Leisure	Both AONB Partnerships are delivering all their outputs and projects as agreed in their 2017/18 Business Plans
Achieved	<p><u>Support work of the Arts & Culture Forum to scrutinise and implement the adopted EDDC Cultural Plan 2017-2022</u></p>	Countryside, Arts and Leisure	Profile and visibility of cultural work significantly assisted by Forum this year established a new delivery body for Villages in Action, sustained support for South West Museums programme, new website approval for cultural activities are amongst annual highlights.
On track	<p><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></p> <p><u>Produce Trees policy for management of council owned stock to fulfil Green Space Plan (GSP) Objective 7 (see GSP for further details).</u></p> <p><u>Work with Housing & Countryside to better manage our entire tree stock.</u></p>	StreetScene	

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Objective	Service	Comments
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	
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	Extensive outreach programme inc. GWR, Arts Council, HLF, East Devon Way, Honiton Art Society Donation and self-funded workshops.
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 achieving increased bar sales
Achieved	<u>Thelma Hulbert Gallery (THG) to work with EDDC's Housing tenants to run an exhibition</u>	Countryside, Arts and Leisure	August 2017
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. Note 9
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 dealt with 47 Dangerous structure reports 2017. All Dangerous structure reports were investigated and we have no outstanding un-actioned complaints.
Variation	<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	Variation - We are in the final drafting phase of producing the play strategy. The work has been held up due to other commitments and recent sickness of the responsible officer. As soon as he returns we will be completing the final draft to bring to SMT and then onto Cabinet.
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</u>	Env Health & Car Parks	The Honiton Air Quality Management Area is no longer required and the focus of our monitoring will now transfer to the west of our District with particular emphasis on the

Service Plan Objectives - Priority 3

Priority: Delivering and promoting our outstanding environment

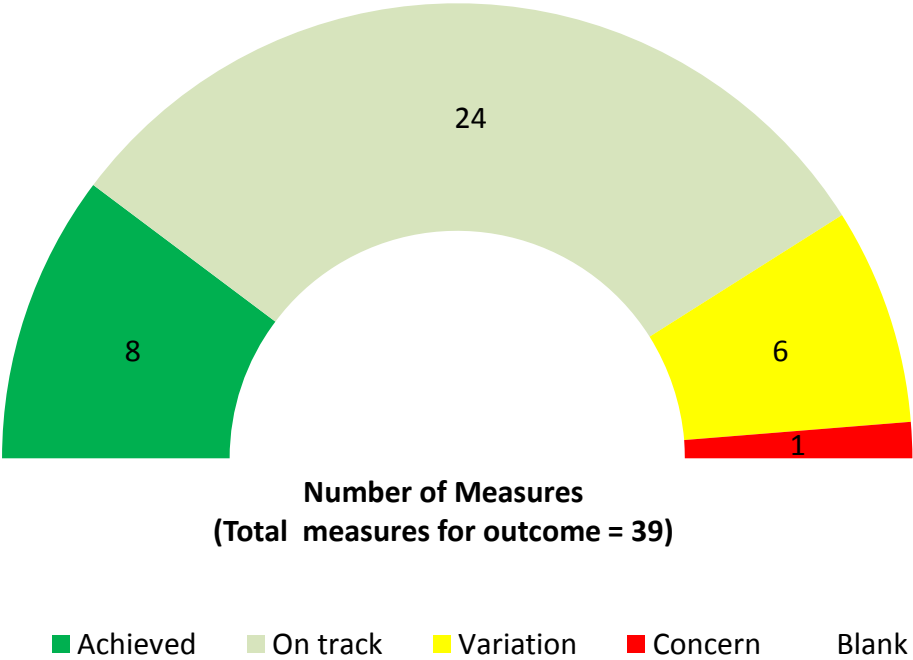
Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>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>		congested an more heavily trafficked sections of the A3052 and A376 with the objective of informing and monitoring the impact of new developments in that area.
Achieved	<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).</u> <u>Our data suggests that it may be possible to revoke to Order designating the AQMA but this must now be subject to critical examination by DEFRA.</u>	Env Health & Car Parks	Completed

PRIORITY FOUR: Continuously improving to be an outstanding council

Service Plan Objectives - Quarter Three 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	
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	On track with all those relocating to Exmouth having consultation in advance of the move.
On track	<u>Continue to develop and progress Member development programme</u>	Governance and Licensing Services	Member Development working party considering a rolling programme of development needs/issues and seeking to maximise opportunities within budget available. Compliance with SWAP advice on Serious & Organised Crime Strategy via event at EDDC in February.
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	EDDC have part funded the Growth Hub and Growth Support Programme which are delivering on targets for new and existing business support. Further to this, Economic Development have procured specific support provision to rural land-based businesses excluded from the European Regional Development Fund match funded growth Hub support programme. We also fund project Sponsor support for LEADER applicants to support the development of our rural economy. This has resulted in our local 'Making it Local' group being the top performing Local Action Group in the country with a significantly higher degree of European funding secured for our district than would have been possible without the Project Sponsor support.
On track	<u>Continue to progress the Council's transformation & mobile working strategies across the service (including</u>	Governance and Licensing Services	Positive approach to mobile / flexible working and systems thinking commenced across the Service

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>use of mobile devices where appropriate).</u>		
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	
On track	<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	Awaiting details from Strata to establish the current self service position
On track	<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	We now have authority for the frontline health & safety officer and the process of finalising the job description and recruitment is beginning. This new post creates a risk of redundancy in another role and discussions with the post holder have begun. Our basic functions risk assessments (bin emptying, grass cutting etc) have now been reviewed by our Health & Safety intern, the next step will be to create new safe systems of work from these reviewed assessments. Little progress has been made on the red route highways litter picking assessments, this will now be done when the Frontline Health & Safety Officer begins.
On track	<u>Implement a virtual Deed Room to improve efficiency within the Service and across the Council</u>	Governance and Licensing Services	
Variation			

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>Implement Public Access for Lalpac to ensure more accessible process for applying for various licences</u>	Governance and Licensing Services	We are reviewing whether Public Access is the right approach Note 10
Variation	<u>Implementing changes to legislation in relation to exit payments and contractors in the public sector</u>	Organisational Development	No timescale on government decision on Exit Payments.
Achieved	<u>Implementing training specifically for managers and staff to support change to office accommodation including coaching as a core management skill</u>	Organisational Development	
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	Slightly behind budget position but still considered on track.
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	
Variation	<u>New combined Cemeteries Regulations preparation, consultation and approval by Council (for all 3 council cemeteries)</u>	Governance and Licensing Services	Delayed due to Manager leaving and also the need to consider certain implications (Health and Safety / budget issues) further and possibly carry out further consultations. Note 11
On track	<u>Prepare 2017/18 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	Now working on 2017/18
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	Advice given regularly.
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	Advice given as required.
On track	<u>Review of financial policies and guidance to ensure up to date and following best practice picking up SWAP</u>	Finance	Financial Regulations almost complete.

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<u>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>		
On track	<u>Support the introduction of the Greater Exeter Growth and Development Board, critically reviewing existing partnership arrangements/groups</u>	Growth Point Team	1st December meeting agreed to move forward as formal Joint Committee.
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	Support continuing. Date for publication of draft plan yet to be fixed.
Achieved	<u>Taxi Licensing Policy development, consultation and approval</u>	Governance and Licensing Services	
Achieved	<u>To continue to promote local democracy through engagement with local councils and schools</u>	Governance and Licensing Services	Two Political Speed Dating events planned in January & February at a secondary school with input of Members. Takeover Day including Primary schools successful and received positive feedback.
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 small budget surplus again this year which is an 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. Through service planning the team came up with really good initiatives to push this objective forward as targets were not reached in 2016/17 Specific targets set to achieve by 31/3/18 are: - For Council Tax 'moves' a 10% shift in demand from telephone to online. - 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 customer survey for the Development Management service is currently being planned and should be undertaken in the next quarter.
On track	<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	Expansion of Audit & Governance Committee. Annual Schedule of meetings 2018/19 produced with review of Overview & Scrutiny under consideration.
Achieved			

Service Plan Objectives - Priority 4

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Objective	Service	Comments
	<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	<p><u>We will carry out a comprehensive review of our corporate health and safety function in the light of 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>	Env Health & Car Parks	We are now regularly reporting progress to SMT and continue to work to embed a safety first culture throughout the organisation. We have reviewed and are developing a new training matrix for all job roles and are currently working on developing a new Health and Safety Support Officer to work closely with front line services to develop operational procedures, risk assessments and refresher training.
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	Discussions continue in several areas and our new short stay car public park at Exmouth Pavilion opens to the public on 30 March 2018
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 is on-going and a review should be available for consideration by SMT shortly.
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	The fixed term contract of the Development Enabling and Monitoring Officer who was undertaking this work has come to an end and she has left the authority having done all that could be done by this limited resource. To take this work forward a team of officers with a range of planning, surveying and design expertise is needed. Proposals for such a team are currently being looked at with a view to presenting a proposal to the Members Budget Working Group.

Note 12

Performance monitoring quarter three – additional notes

Page 25 Note 1: Head of Property and Estates post filled from February 2018

Page 27 Note 2: Beach Safety Officer in post.

Page 28 Note 3: The Portfolio Holder for Environment will be at the meeting to outline further the work in progress.

Page 29 Note 4: Awaiting further comment at time of writing these additional notes.

Page 29 Note 5: 2 meeting minutes published late; related to awaiting officer comment and workload.

Page 32 Note 6: Report goes before the Strategic Planning Committee in March 2018.

Page 34 Note 7: The bid was successful, resulting in getting £10million for the relief road.

Page 34 Note 8: Awaiting action from the solicitors for Cranbrook Town Council.

Page 45 Note 9: Confirmation that a current lack of capacity to progress this guide means that it will not be delivered in this civic term.

Page 50 Note 10: Manager comment now clarified as: It was the preferred solution at the time of setting the objectives. However, it has now become apparent that it may not be. Significant officer time will be required to develop it and our partner authorities use a different system. So as part of the convergence programme for IT systems it makes sense for us to re-evaluate our approach.

Page 51 Note 11: Licensing Manager post filled from early March 2018.

Page 52 Note 12: The proposal goes before the Budget Working Group in March 2018.

13 February 2018

Democratic Services Officer

Scrutiny Committee Forward Plan 2017/18

Date of Committee	Report	Lead
22 March 2018	Strata update on progress against business plan CLG Committee report Engagement guide comparisons report	Laurence Whitlock (CEO Strata) Debbie Meakin Debbie Meakin
19 April 2018	Election report (deferred due to purdah concerns) Agreement on annual report to Council	Chief Executive 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.
tbc	Broadband – request has been made to CDS to attend, and dates of future meetings provided. Awaiting a response from Keri Denton, who has acknowledged the request.
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.
Update report to be provided to committee for information	Update on Tree Team following expansion of team; 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 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);
- Playing pitch strategy (Cllr D Nicholas)

Scoping template

Scrutiny Committee

Scope of work for scrutiny:

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