

Agenda for Scrutiny Committee

Thursday, 5 July 2018, 6.00pm



[Members of the Scrutiny Committee](#)

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

[View directions](#)

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- 1 [Public speaking](#)
- 2 To confirm the minutes of the meeting held on 7 June 2018 (pages 3 - 10)
- 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 **Information Paper on the food safety service provided by the Commercial Premises Team of Environmental Health** (pages 11 - 16)
Scrutiny Committee requested a report outlining the work currently being done by the Council's Environmental Health Commercial Premises team in promoting and enforcing food safety standards in East Devon. This report is for members to consider the approach being taken by the team.
- 9 **Quarterly monitoring of performance – 4th quarter 2017/18 January to March 2018** (pages 17 – 55)
Scrutiny Committee agreed to defer this item from the last meeting on 7 June.
- 10 **Scrutiny forward plan** (pages 56 - 63)
This will include a report following the meeting of the Budget Working Party held on 28th June.

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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 7 June 2018

Attendance list at end of document

The meeting started at 6.00pm and ended at 9.00pm.

***46 Public speaking**

There were no members of the public present.

***47 Minutes**

The minutes of the Scrutiny Committee held on the 19 April 2018 were confirmed and signed as a true record, subject to the inclusion of the following wording under minute 43 Election report: In response to a question about printing of electoral papers the Returning Officer confirmed that no printing is done in house now.

Prior to the next item, the Chairman welcomed committee members to the first meeting of the new Council year. He stated that committee had said goodbye to Councillors Douglas Hull, John O'Leary, Dean Barrow and Alan Dent and he wished to thank Councillor Dent for all of his hard work as the previous Vice Chair. The Scrutiny Committee also wished to record their thanks to Debbie Meakin from Democratic Services for all her help and advice over recent years. He now wished to welcome a new Vice Chair, Councillor Cherry Nicholas, and new members to the committee, Councillors Eileen Wragg, Brian Bailey, Stuart Hughes and Graham Godbeer. He emphasized the value of Scrutiny in Local Authorities as being a critical friend of Council and Cabinet, as outlined in the Communities for Local Government Committee Report to be considered later in the meeting. He went on to say that the report had underlined the fact that failings of the Mid Staffordshire NHS Trust in 2013 and Rotherham Council in 2015 had indicated the lack of effective challenge by local authority scrutiny committees.

***48 Declarations of interest**

Councillor Graham Godbeer, Minute 49; personal interest – Chairman of Area of Outstanding Natural Beauty (AONB) Conservation Board

49 Tree Team update

The Chairman introduced Charles Plowden as Strategic Lead for Countryside & Leisure, and David Colman as Senior Arboricultural Officer, and invited them to update the committee on progress since the Tree Task and Finish Forum (TAFF) report was produced in 2015.

Charles Plowden stated that the TAFF had been instrumental in providing support and focus for the Tree Team. Although work had increased rather than reduced, they were more effective in dealing with planning applications and giving advice, but still had workload pressures. He outlined that there have been a number of significant changes and improvements made in the last three years all driven through an ongoing systems thinking review process alongside the team continuing to deliver its front line service. The systems thinking process is still ongoing with the team meeting fortnightly to help manage the changes required from the review process and managing a busy daily workload. This approach, though somewhat drawn out, has helped the team to work through the priorities required for improving the efficiency and effectiveness of the way the team works.

The Chairman suggested going through the recommendations in the progress report and invited members to ask questions.

Recommendation 1 Relating to pre planning application meetings. Questions included:

- What was the block to resolving the issue – was it an issue of resources or needing to adapt ways of working in departments?
- Was Scrutiny Committee in a position to assist with unblocking the issues?
- Who enforced conditions in a planning application?

Members expressed surprise that Recommendation 1 had not been implemented after three years but were informed that there had been dialogue between Development Management and Countryside over this period in seeking to get a more streamlined approach to pre-application. It was a reflection of capacity in the Development Management Department, and the volume of applications which had made it difficult to put the changes in place. However it was acknowledged that pre application advice is the preferred route for the majority of planning applications in due course. Members suggested inviting the Service Lead and Development Manager to a future Scrutiny meeting to discuss the plans for putting in a pre-application advice process and the timelines for this work.

Recommendation 2 relating to national guidance. Questions included:

- What national guidance is EDDC considering?
- What is the number of trees felled by EDDC?
- What is the response from EDDC to an application to trim a tree?
- Do Streetscene have to consult with the tree team before taking any action?
- What is the role of local councils?
- Is there a pre application charge for advice and would it be likely to deter people asking for advice?

In response, members were informed that EDDC does not cut down a lot of trees, as the role of the Council is to look to protect and conserve its tree stock through a managed programme of tree maintenance. The tree officer responsible for Council owned trees will consider a number of factors, such as the assessment of a tree's amenity value compared to the likely cost of undertaking work to keep the tree maintained. Once that assessment has been undertaken a recommendation is passed to the Streetscene operational team to undertake works recommended. Countryside and Streetscene teams work closely together and are reviewing working practices and any tree management policies that are not fully aligned. There was a collective pre application advice charge collected by Development Management. This applies only to pre application advice given for Development Management applications. There is no charge for pre application advice for TPO and Conservation Area applications. Councillor De Saram suggested that an officer from Streetscene be invited to a future meeting to discuss the work of the Streetscene tree operations and how they are managing and maintaining the Council's tree stock.

Recommendation 3 Relating to information provided on the EDDC website relating to arboriculture. This has been implemented.

Recommendation 4 Relating to Tree Protection Order (TPO) systems. This has been implemented.

Recommendation 5 Relating to EDDC developing a Tree Enforcement Policy. Questions or comments included:

- A tree enforcement policy is vital to include the screening of new developments and screening of planting. The use of Parish clerks in this process may be helpful.
- Does Development Management support the Tree Team in dealing with enforcement actions?
- The current level of fines imposed in enforcement actions does not deter tree felling.

- Is it possible to give local councils one week's notice of work being planned by contractors, to prevent breaches occurring of a deliberate or accidental nature?
- What happens in the case of trees being on the land of another council, such as Devon County Council (DCC)?

Councils are considered to be responsible landlords and it is not usually felt necessary to apply TPOs to trees on either the Councils' own land or that of another Council.

- In response, members were informed that a large proportion of requests for enforcement actions are not supported due to lack of resources or it not being considered to be in the public interest. Officers confirmed that the Forum had met recently and been made aware of the changes in the way the Tree team is working and that they were positive about the new on line facilities and plans for the future.

On the matter of fines, breaches can be referred to higher courts which could impose higher fines than in the magistrates court, particularly if 'material gain' was involved in the felling of a tree.

Officers stated that implementation of conditions in dealing with a breach was very difficult, and can only happen once the breach has occurred, that is, after the event.

Another approach to ensuring that enforcement occurs would be to have a greater resource within the Enforcement team that would enable more capacity to take action and prosecute where there were breaches of law. The function of enforcement lies within Development Management and so any additional resource would need to bolster this team and not within the Tree Team. The issue of trees being on the land of another council does not preclude EDDC being able to take enforcement action for breaches, although they are not likely to be TPO trees.

Recommendation 6 Relating to Neighbourhood Planning.

Officers stated that the systems thinking review work has identified that greater engagement with our local communities is key to improving the protection, understanding and management of the district's tree stock as there is not enough Council "resource" available to do it alone.

Councillor De Saram confirmed that he was now the Lead Councillor for Neighbourhood Plans at EDDC since the changes agreed at Annual Council.

Recommendation 7 Relating to protection of trees following site development. Comments included:

Tree protection was required during the development of a site and not just following it, since too many accidental breaches seemed to occur.

Officers reported that this is a significant piece of work to undertake and one that has been identified by the Tree Service as a priority area going forward once the majority of the TAFF recommendations are in place and additional capacity is put into the team.

A number of novel ways to secure compliance on development sites are being investigated, which include securing landscape and tree protection bonds. If development deviates from approved plans there would then be scope for retaining part of the bond, for EDDC to implement landscaping or mitigate for damage to retained trees. Tree protection conditions now also routinely require the applicant to commission their own site monitoring.

Recommendation 8 Relating to data capture across the district. The service is content with progress on this recommendation.

Recommendation 9 Relating to arrangements for Councils with Quality Status. There was discussion about the potential for altering the way TPO applications are dealt with. Currently

with (former) Quality Councils the tree team have to pass the applications to the (former) QC's. This adds time and work into the process as the Parish Council usually agrees with the Tree Officer's report. It was discussed that removing this might save time. Cllr Barratt commented that Sidmouth TC did not deviate from the Tree Officer's advice.

It was considered that no progress had been made on this.

Recommendation 10 Relating to the development of a Tree Strategy for EDDC.

Officers reported that a Tree Strategy is the top priority for the Tree Team because it would rationalise all the issues discussed and outcomes to be achieved.

Recommendation 11 Relating to public awareness of trees and their value within the environment. Questions and comments included:

- Councillor Godbeer expressed surprise that there was no mention of AONB throughout the document, since 66% of East Devon fell within AONB. Officers confirmed that both AONBs are actively engaged in tree related issues such as impacts of Ash dieback, sustainable woodland management, woodland products etc and are an important partner in helping to raise the profile of the importance of the district's trees within the landscape.
- What was the number of trees in East Devon affected by ash dieback? Officers confirmed that there was a tree population of millions in the district with ash trees being approximately 20% of that population. The district had the largest ash population within Devon and the impact of the disease will be considerable on the landscape.
- Was there ongoing liaison between the Tree Team and the Tree Contractor Forum? Officers confirmed that the Forum had met recently and been made aware of the changes in the way the Tree team is working and that they were positive about the new on line facilities and plans for the future.

The Chairman thanked Charles Plowden and the Tree Team for their report and attendance at the meeting.

RECOMMENDED to Council

1. Scrutiny Committee are concerned that a large proportion of requests for enforcement actions from the Tree Team are not agreed and accordingly recommend that Council allocates greater resources to the enforcement team to improve the number of enforcement actions implemented.

RECOMMENDED to Cabinet

2. That greater liaison is encouraged between the Development Management Team, Legal Team and the Tree Team in order to implement improvements through the systems thinking process, including pre application processes and enforcement actions.
3. That the Development Management and Legal Teams (with technical support from the Tree Team) investigate effective ways to monitor the future protection of trees when sites are developed, including the securing of landscape and tree protection bonds, to secure compliance and ensure enforcement actions are implemented.

RESOLVED that

1. The Scrutiny Committee invite Service Leads from Development Management and Streetscene, and the Conservation Officer to a future meeting to discuss how they will implement the outstanding recommendations agreed by the TAFF in 2015.

50 Effectiveness of local authority overview and scrutiny committees

The Chairman stated that he saw no advantage in waiting until new guidance is published by the Government later this year.

Anita Williams as Legal Advisor, pointed out that within the Terms of Reference for Scrutiny Committee within the EDDC constitution, the committee already has powers to go to Council if they wish to do so. To specify that it wishes only to go to Council would effectively reduce the opportunities for the committee to refer items since Council meets less frequently than Cabinet.

Clarification was given that this meeting was only concerned with Scrutiny Committee and not Overview.

The committee considered the report.

In relation to Recommendation 1a) the committee wanted the constitution to be clarified to the effect that most recommendations would go to Full Council unless there is a matter of such urgency that the Committee would decide that the next meeting of Cabinet is more appropriate. This was agreed unanimously.

In relation to Recommendation 1b) the committee agreed unanimously that members of Cabinet should only participate by invitation of the committee, making the distinction between participation and attendance.

In relation to Recommendation 1c) the committee considered that they already had access to information they required.

In relation to Recommendation 1d) the committee was content that the Democratic Services Manager supported their work and that a Legal Advisor would be present in a Politically Exempt Role.

In relation to Recommendation 1e) the committee discussed ways in which the public and service users could play a role in the scrutiny process and how to encourage this. Providing notice to the public that items were going to be discussed in advance was put forward, as was the need to explore how IT could be used to support meetings if they were not held at the Knowle or in a council venue with equipment available. This recommendation was endorsed by the Chairman and agreed by a majority.

In relation to Recommendation 2, the committee did not express a view.

In relation to Recommendation 3, the committee was advised by the Legal Advisor that the council does not record the time taken to perform specific functions, and agreed to move on from this item.

In relation to Recommendation 4, the committee was advised that the role referred to in the CLG committee report would be like a Statutory Monitoring Officer role more applicable within a County Council structure, or a dedicated independent role at senior management team level. Given the discussion above in relation to recommendation 1d) the committee did not express a view.

In relation to Recommendation 5, the committee decided not to express a view.

In relation to Recommendation 6, the committee discussed the principle of being able to require rather than invite the attendance of other organisations providing services to local residents. This recommendation was endorsed.

The issue was raised in relation to how Scrutiny could be involved when councils are tendering contracts with external bodies which could include requirements to ensure transparency and accountability.

The Legal Advisor advised that this would be an issue for Overview Committee at a negotiation stage, and if a problem arises it would then become a Scrutiny issue. Councillor Godbeer confirmed that Overview would look into this and associated issues of how to make commercial companies accountable. It was discussed that it would be very difficult commercially to include a requirement in all contracts that contractors agreed to be subject to attending the Council's Scrutiny Committee. There is more interaction with regard to the larger contracts, such as the Waste Contract where contractors are experienced municipal suppliers but small suppliers are likely to resist.

RECOMMENDED to Cabinet

1. That the constitution should be amended to the effect that recommendations would be referred from Scrutiny Committee to Full Council unless there is a matter of such urgency that the Scrutiny Committee decides that the next meeting of Cabinet is more appropriate.
2. That the constitution be amended to the effect that members of Cabinet should only participate by invitation of the committee, making the distinction between participation and attendance.

RESOLVED that the committee explore ways in which the public and service users could play a role in the scrutiny process and how to encourage this through such mechanisms as giving notice of items in advance and using IT solutions.

- *51 Quarterly monitoring of performance – 4th quarter 2017/18 January to March 2018**
Karen Jenkins, Strategic Lead for Organisational Development and Transformation gave a [presentation](#) for this item.

After the presentation discussion included the following points;

- The snapshot with headline statistics is very useful to take to Parish Councils.
- Unfortunately, Town & Parish Councils rarely have the equipment to show presentations.
- Councillor Nicholas confirmed that she would be taking on the role of looking at the Performance Monitoring reports in advance of Scrutiny meetings in future, and she outlined a number of concerns at present. For example, the term, 'On Track' did not seem to have a useful meaning without a start or end date indicated.
- Stating that 93% of invoices were paid in 10 days raises a number of queries about how many invoices this related to, how much money was involved, what was the value of the outstanding 7% and the reasons for non-payment.

In response, Karen Jenkins referred to the existing system used by EDDC, SPAR, which was very inflexible but would be replaced. An IT project to facilitate this was scheduled to commence in March 2019.

The Chairman suggested at 8.40pm that further discussion on this item be deferred to the next meeting.

***52 Forward plan**

The forward plan was discussed.

It was proposed that members consider requesting reports from Portfolio Holders and inviting them to attend meetings of the Committee throughout the year.

It was also suggested that given that there are a number of Service Plans, Committee could schedule a review of the plans with their associated budgets in advance of the Joint Budget meeting with Overview in January 2019, when there was always too much information to consider in one meeting. In this way, members could become familiar with budgets related to specific services well in advance of the meeting to consider the overall council budget. Members were also invited to suggest items for the Forward Plan alongside issues which may be referred from Cabinet or elsewhere.

Suggestions from members for topics for the Plan included the following;

- Charges for Fly tipping
- Broadband issues
- Community Asset Transfer – this will be picked up at Asset Management Forum on 14 June, with consideration being given to the development of a Policy within the next 6 months
- How health Authorities engage with EDDC and Local Planning Authorities – Councillor Ranger is to send information about a specific issue to the Deputy Monitoring Officer.
- Street trading was suggested as a topic, and would be added to the items to be scoped.

The Chairman reminded members that before items go on the agenda they needed to be scoped which needed the involvement of members and not just left with officers.

An update on the Elections Report was to be scheduled for October.

RESOLVED that the committee would ask the Democratic Services Manager to draft a paper with proposals for facilitating a review of EDDC service plans by both Scrutiny and Overview Committees, separately at meetings throughout the year but in parallel to reflect their respective perspectives on the same functional areas, in advance of the Joint Budget meeting in January 2019. Consideration to be given to the requirement for officer representation at such meetings and how the committee findings would be brought together.

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

Scrutiny Members present:

Brian Bailey
Bruce De Saram
Cathy Gardner
Roger Giles
Graham Godbeer
Stuart Hughes
Bill Nash
Cherry Nicholas
Val Ranger
Eileen Wragg

Other Members

David Barratt
Alan Dent
Jill Elson
Tom Wright

Officers present:

David Colman, Senior Arboricultural Officer
Sue Howl, Democratic Services Manager
Karen Jenkins, Strategic Lead – Organisational Development & Transformation
Charles Plowden, Service Lead – Countryside & Leisure
Tabitha Whitcombe, Democratic Services Officer
Anita Williams, Principal Solicitor & Deputy Monitoring Officer

Apologies from Scrutiny Members:

Maddy Chapman
Simon Grundy
Darryl Nicholas
Marianne Rixson
Eleanor Rylance

Apologies from Non – Scrutiny Members:

Mike Allen
Geoff Jung
Pauline Stott
Ian Thomas

Apologies from Officers:

Henry Gordon-Lennox – Strategic Lead - Governance & Licensing

Chairman Date.....

Report to: **Scrutiny Committee**

Date of Meeting: 5th July 2018

Public Document: Yes

Exemption: None

Review date for release None

Agenda item: 8

Subject: **Information Paper on the food safety service provided by the Commercial Premises Team of Environmental Health**

Purpose of report: At the request of Members we are presenting a report outlining the work currently being done by our Environmental Health Commercial Premises team in promoting and enforcing food safety standards in East Devon.

Recommendation: **That Members consider the approach being taken by the team.**

Reason for recommendation: **To promote awareness of the value of food hygiene rating scores in allowing customers to make informed choices**

Officer: Andrew Ennis, Service Lead, Environmental Health and Car Parks, aennis@eastdevon.gov.uk

Allison Ferrero, Principal Environmental Health Officer Commercial, aferrero@eastdevon.gov.uk

Financial implications: The financial implications are in the form of existing staff resources for which there are already budgets in place. Any additional costs for the new charged for services will need to be offset from the income generated as no provision has been made in the 2018/19 budgets.

Legal implications: There are no legal implications requiring comment.

Equalities impact: Low Impact

Risk: Low Risk

Links to background information:

- The East Devon District Councils webpage on the food Hygiene Rating Scheme, [Food Hygiene Rating Scheme](#)
- The Food Standards Agency Website for the Food Hygiene Rating Scheme, <http://ratings.food.gov.uk/>
- East Devon Website, - Recent changes in FHRS scores, <http://eastdevon.gov.uk/food-hygiene-and-safety/food-hygiene-rating-scheme/>

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



1. Introduction

- 1.1. There is a team of highly specialised trained and experienced Officers within our Environmental Health Service who spend a great deal of their working life inspecting food businesses. This Commercial Premises team has a broad purpose, that is the promotion and protection of public health and wellbeing in East Devon through the provision of regulatory compliance advice, education and, where necessary, law enforcement, primarily directed at the business community but also for the benefit of all of our residents and visitors.
- 1.2. There are currently five specialist Officers in this team: Allison Ferrero is our Principal EHO. She is our lead Officer in this area of professional activity and is responsible for managing the team. There are four qualified and experienced Officers who deliver most of these services in the field - two Environmental Health Officers (Jody Harding and John Dunn) and two Technical Officers (Kate Parffrey and Lin Nicholls) - and the team benefits from valuable support from our Environmental Health Business Support hub.
- 1.3. Although much of the work of this team is in the area of food safety, we also have a statutory workplace health and safety enforcement role in a wide range of work activities and we also carry out a number of other regulatory public protection activities based around registration, licensing and public education initiatives.

2. Food safety control

- 2.1. One of our key service objectives is simply to work with food businesses to ensure so far as we can that all food produced, stored, handled and consumed in East Devon is safe, wholesome and is not a health risk to the consumer.
- 2.2. There are **1742** registered food business premises in East Devon, mainly in the food retail and catering categories. There are also **18** registered premises that we have also approved for food manufacture and supply on to other businesses and these so called “approved” premises, perhaps not surprisingly, have a far more complex and onerous regulatory regime to comply with.

3. Interventions

- 3.1. In the UK there is a statutory regime laid down and monitored by the Food Standards Agency for the ways in which local Councils should interact with all of these businesses. The most common “intervention” is a routine inspection and we are told how often we should come knocking on the door of these premises based on the level of risk associated with those businesses.
- 3.2. So far this year we have carried out **542** routine food hygiene inspections. **106** of these have resulted in revisits to check that works that we had required or recommended had been completed and there were also **157** inspections to register brand new food businesses. We have also undertaken a number of alternative interventions including writing to **116** very low risk food businesses asking them to complete and return self-assessment questionnaires to verify that the risks associated with those businesses are unchanged.

4. Food Hygiene Rating Scheme

4.1. A number of year ago, in common with most other local authorities, this Council decided to adopt the Food Standards Agency National Food Hygiene Rating Scheme. This uses the various risk scores applied to a registered food businesses to create a simple to understand single figure rating from “0” (urgent improvement necessary) to “5” (very good).

4.2. These scores are published at <http://ratings.food.gov.uk/> and can be easily found via the East Devon App under “Eating Out”. At the end of their inspection Food Business Operators are all given an official rating score card to display prominently in the window of the business but unlike the situation in Wales, Scotland and Northern Ireland, it is not currently a legal requirement for it to be on display in premises in England.

4.3. Whilst the scheme is designed to encourage food business operators to work with regulators to improve standards and achieve the highest possible ratings, the score is also designed to give consumers an indication of the hygiene standards that existed behind the scenes in the kitchen of a food business at the time of its last inspection. We believe that this information should form a significant element of consumers’ purchasing decisions. Almost all businesses that sell food directly to the final consumer are now covered by this scheme.

- The situation is constantly changing but at the time of writing, locally we have a total of **1,438** registered food businesses entitled to display their Food Hygiene Rating Score:
 - **845** have been rated 5 (very good)
 - **293** have been rated 4 (good)
 - **134** have been rated 3 (generally satisfactory)
 - **19** have been rated 2 (improvement necessary)
 - **20** have been rated 1 (major improvement necessary)
 - **2** have been rated 0 (urgent improvement necessary).



5. Movers

5.1. All of this information is publicly available but in order to better promote the scheme and to both celebrate those businesses whose scores are improving and encourage those whose are not, we have recently developed a [new page](#) (look at recent changes option on the East Devon Website).

- 5.2. Here we are now displaying the results of the previous month's inspections; we are
- congratulating those businesses who have gained or maintained the highest score of 5,
 - listing who has stayed the same but could still improve, and
 - identifying those businesses that we are currently working with because their rating has gone down.

5.3. We genuinely hope that this will continue to raise awareness of the importance of the scheme and encourage businesses to take pride in their 5 ratings and for others to continue to work towards improving their scores and to work with us to achieve that.

6. Sampling

6.1. Another important aspect of our work is the taking of samples of food (that is being offered for sale) for microbiological analysis. We sample a range of products from our food manufacturers. We also take part in the local sampling studies co-ordinated through the Devon Authorities Food Liaison Group, where products identified as risky through local or national programmes are targeted, such as crab meat, cooked rice and prepacked sandwiches. We might also analyse samples from foods that people believe have caused them illness.

6.2. Last year we took **231** samples from manufacturers and retailers, **5** samples following complaints, and **9** samples for shellfish classification. **68** were not satisfactory and in consequence we required the food business operator to take some action. **1** was totally unacceptable and we required the product to be recalled.

7. Infectious Diseases

7.1. We receive hundreds of formal notifications of infectious diseases each year. Last year we followed up **56** cases of certain higher risk infections to establish whether or not those people were working in food businesses and we wrote to a further **159** patients to make them aware of the significance of their illness from a public health perspective and to advise them of how they might be able to prevent spreading infections further.

8. Customer Requests

- 8.1. In the last year the Commercial Premises team has dealt with **663** requests for service which included:
- **48** public events notifications involving the sale or supply of food
 - **36** food recall notices and notifications of food products containing unidentified allergens
 - **60** premises license consultations for the sale and supply of alcohol and/or provision of regulated entertainment
 - **14** consultations for street trading licenses.
 - **40** complaints asking us to investigate unsatisfactory conditions in local food businesses
 - **33** complaints about alleged food poisoning (the cause of which was unknown)
 - **207** other complaints and enquiries relating to food or food premises

9. New Services

- 9.1. We have recently introduced a new service offering Business Operators the opportunity for focused advisory visits and audits in the areas of regulatory compliance. Our professional team can now provide a structured review of business's need in the areas of workplace health and safety or food safety compliance and good practice. We can support this with written confirmation of the areas discussed, guidance on what action the business should take to progress any areas of concern and, where appropriate, an information pack such as the Safer Food Better Business (SFBB). We also offer tailored coaching sessions to proprietors on a one to one basis, and training sessions on particular topics that businesses might want, such as using the SFBB Pack, handwashing (using our UV light box to carry out practical demonstrations), disinfection and sanitation methods, allergens, vacuum packing etc; using our in house professional expertise along with appropriate training resources. We have just begun to promote these services to our business community and are keen to develop this further.
- 9.2. We are also developing a programme of training sessions for food businesses. We recently ran a successful "Improve your food hygiene rating" course for **30** businesses that was well received and intend also offering regular food law update sessions and sessions for new businesses.
- 9.3. We are presently working successfully with our local shellfish industry to develop a new shellfish bed for the production of clams.

10. Enforcement

If, unfortunately, all of our compliance advice and guidance proves to be insufficient to achieve satisfactory standards, the Team has a range of statutory enforcement powers at its disposal. Over the last year we have served **9** formal notices on **4** businesses requiring the Operators to improve conditions and practices. Last month we served a Remedial Action Notice on one of our Approved premises, closing their operation for a week. They voluntarily surrendered approximately 60 kg of cooked ham for disposal that had not been produced in compliance with the standards expected. We have worked closely with the business to re-establish the procedures and practices they need to operate safely. Failure to comply results in prosecutions and new sentencing guidelines mean that businesses now face very significant financial penalties following conviction. But to date, all of our requirements have been complied with satisfactorily within the timescales imposed.

11. The future of food regulation

- 11.1. The Food Standards Agency (FSA) (<https://www.food.gov.uk/>) is an independent Government department working across England, Wales and Northern Ireland to protect public health and consumers' wider interests in food. The FSA sets the framework for local authority food law enforcement through Codes of Practice which define the methods of inspection, risk rating and enforcement options for regulating food businesses.
- 11.2. The FSA has been undertaking a major review of the way in which food law enforcement is carried out. [Regulating our Future](#) has been looking in particular at alternative ways in which businesses can be effectively regulated. Although this has been ongoing for some time, we understand that the FSA has needed to divert significant resources into other work areas (presumably including the effects of Brexit) so we are currently unsure as to exactly how and when this might impact locally.

- 11.3. One of the primary aspirations as we understand it is that food business operators will meet the cost of regulation, and that cost will not be more than it needs to be.
- 11.4. The outcome of this review may well involve some refocusing of our activities in due course. At this stage we believe there will almost certainly be a greater focus on new businesses, to offer new business operators a greater level of support at the start of their enterprise to ensure that they know what they need to know. There is also a move to make larger businesses that already have good systems for internal audit, and businesses who are part of approved private assurance schemes, subject to a certain level of self-regulation. These will potentially be subject to only a light touch regulatory regime and possibly with no routine inspections by a Local Authority in the future.

Report to: **Scrutiny Committee**

Date of Meeting: 5 July 2018

Public Document: Yes

Exemption: None



Review date for release None

Agenda item: 9

Subject: **Quarterly monitoring of performance – 4th quarter 2017/18 January to March 2018**

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

Recommendation:

1. It is recommended that Members consider performance against delivery of the actions/priorities in the Council Plan, key service objectives from service plans and performance measures for the 4th 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
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ext 2762

Financial implications: There are no direct financial implications.

Legal implications: No legal comments are required

Equalities impact: Low Impact
If choosing High or Medium level outline the equality considerations here, which should include any particular adverse impact on people with protected characteristics and actions to mitigate these. Link to an equalities impact assessment form if necessary.

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 2017/18** 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 until 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) reviewed by Network Rail delivery team, and verbal approval received. EDDC are currently awaiting the draft Basic Services Agreement from Network Rail, which was expected in March.

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** – A detailed assessment of the appeal decisions from 1 April 2017 to 31 March 2018 is currently being prepared and will be reported to the Strategic Planning Committee.
- **Number of focused vehicle license checks** - The objective of 120 vehicle checks has not been completed being just 17 short with 103 checks completed across the year. The demand on the licensing team of new work from Street Trading has had an impact on this objective. The team awaits recruitment of one further staff member in the forthcoming months which will address current work v staffing levels.

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



Quarter 4 Performance Report 2017-18

Performance Overview, Council Plan Actions and Key Performance Indicators

May 2018

Document Key

Action Status classification

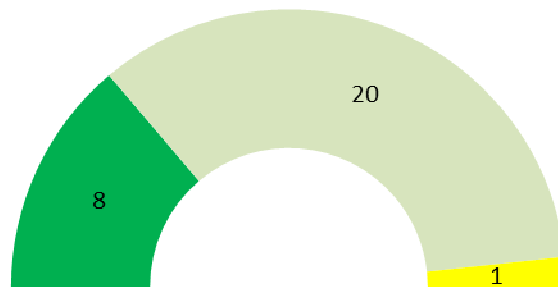
- Red (Concern) highlights targets with serious problems or significant delays.
- Amber (Variation) indicates actions with mild concerns or minor setbacks.
- Green (Achieved) displays special achievements or early completions.

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 Four 2017/18

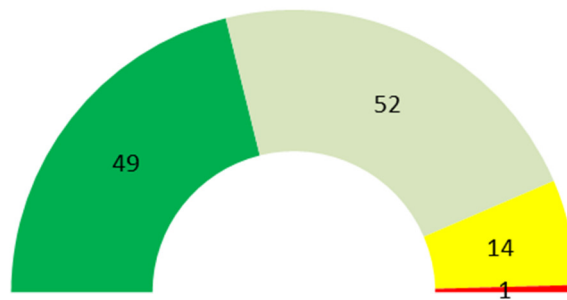
Chart a. Performance against our Council Plan 2017/18 – for more detail please see the following pages



Number of Measures
(Total measures for outcome = 29)

■ Achieved ■ On track ■ Variation ■ Concern

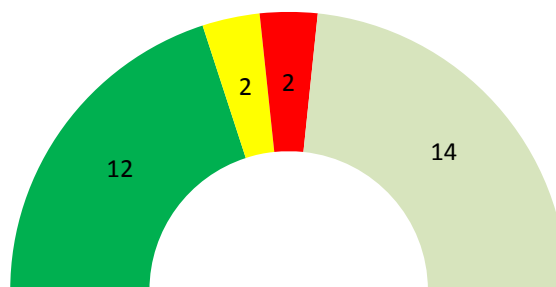
Chart b. Performance against our Service Plan Objectives – for more detail please see appendix B



Number of Measures
(Total measures for outcome = 116)

■ 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 ■ Variation
 ■ Concern ■ Data not yet available
 ■ No target

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	Will be arranging a meeting of the Members CIL Working Group to discuss the way forward for processes to decide the spend of CIL following the Council AGM.
Ensure that council homes are well maintained and managed effectively with high tenant satisfaction.	Achieved	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 in the process of procuring a new repairs and works to voids service as our current contract moves towards expiry. The new contract will have the provision for performing planned and cyclical works to our stock.
Ensure that the activities which require it are appropriately licensed.	Achieved	Objective met for 17/18
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	The community development team has delivered IT workshops to help tenants with digital technology knowledge and skills that will be necessary for Universal Credit. We have also run training in Repairs: Tenant & Landlord Rights & Responsibilities, and held preliminaries for the SW Youth Games in the summer.
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	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. An end of year review is currently being collated.
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. A new Technical Officer Post is being recruited to, which includes specific work on bringing long term empty properties back into use. It is hoped that the successful candidate will be in post by mid to late May. In the meantime Council Tax enforcement have been identifying long term empty properties and carrying out visits this work will help the Private Sector Housing Service to target our work. It is also hoped that there can be a closer working arrangement with Council Tax enforcement.

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. The Plan is kept under review and is a dynamic document reflecting changes in legislation, stock condition and tenant aspirations.
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	123	233	↑
Number of households living in temporary accommodation	3	10 (1/4)	4	10	10	12	↓

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 (LDO) system in preparation.</p>
Deliver our target to pay businesses within ten working days and through our Procurement Strategy encourage local business to do business with the council.	On track	On average through 2017/18 we paid 93% of our invoices in 10 working days.
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	Work continues with seeking funding for the opportunity to provide additional workspace on the East Devon Business Centre site with a European Regional Development Fund (ERDF) bid currently being considered. Other sites that are not within EDDC control are also being actioned through discussions with landowners.
Implement the serviced workspace study recommendations and initiate site specific detailed reviews and business cases to seek investment and funding.	On track	We are working with the private sector to bring forward workspace opportunities in Colyton and Axminster and have undertaken a feasibility study for an extension to workspace provided at the East Devon Business Centre.
Increase income from existing assets either directly or through local partnerships.	On track	New Senior Manager – Property & Estates along with new Principal Building Surveyor now implementing greater commercialism into Team both in respect of income generation and management of costs.

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	The Economic Development Team continues to work in partnership with the other Exeter and Heart of Devon (EHOD) authorities as part of the EHOD strategy where one of the common objectives is employment and skills.
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 complete and Drill Hall site agreed to be marketed for redevelopment. 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%	92%	↓
Creditor days - % of invoices paid within 30 days	97	99 (3/12)	97%	97%	98%	97%	↓

Council Priority 3 – Delivering and promoting our outstanding environment

Council Action 2016-20	Status	Comments
Adopt a Green Space Strategy, the purpose of which is to value and help protect our natural environment.	Achieved	Green Space Plan adopted by Full Council and actions within it are being taken forward by an service wide implementation group
Adopt Beach Management Plans (BMP) for our beaches working closely with town councils and manage the risk of coastal erosion and flooding.	On track	<p>Sidmouth BMP - BMP adopted, Public exhibition in Sidmouth 19th April to update people on the outline business case progress and proposed options for a beach management scheme. Publicity for this has been sent out and the SG asked to publicise it. The business case is to be submitted to the EA in summer 2018 to apply for funding for the construction phase of the project.</p> <p>Seaton BMP - The final report has now been added to our website at the link below, and will go to the next East Devon cabinet meeting for their consideration and adoption in early March. The BMP was agreed by Cabinet, our priority will now be a coast protection scheme from Seaton Hole to West Walk and the next stage of this is a report known as an Outline Business Case (OBC). The OBC includes the outline design, environmental impact assessment, more detailed economics and costings. Similar work is currently ongoing for a scheme at Sidmouth and as such we asked as part of the cabinet report if we could accelerate the project at Seaton so that the two schemes are run in parallel, with both OBC to be completed at a similar time this summer by our existing consultants Royal HaskoningDHV, this was agreed by Cabinet.</p> <p>http://eastdevon.gov.uk/coastal-protection/beach-management-plans/seaton-beach-management-plan/seaton-beach-management-plan-final-report/ which should lead to the adoption of the BMP in spring 2018.</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	<p>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.</p> <p>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)</p>
Implement a programme of fuel	On track	Front door programme almost complete across entire stock. Air

efficiency measures for council properties.		Source heat pump project in Exmouth being progressed, planned for 18/19 budget. This will be a pilot project and depending on its success we will then plan further ahead in terms of rolling this out wider. About to conduct a review of the fuel efficient shared house (passivhaus) in Exmouth
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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	57	↑
Residual household waste in kg per household	73		67	58	58	59	↑
Percentage of Municipal waste for disposal (incineration and landfill)	53		49	43	43	43	↑
Improved street and environmental cleanliness – fly tipping	3	3 (1/4)	4	2	3	3	↑
Management Note:	During the final quarter of this year there were 141 fly-tip incidents recorded (856 weighted), compared to 157 incidents (855 weighted) in the corresponding quarter last year. In total we recorded 532 incidents in 2017/18 (3331 weighted) compared to 494 (2390 weighted) in 2016/17, an increase of 7.7%. We recorded 300 investigations this in 2017/18 compared to 181 in 2016/17, an increase of 65%. These figures give us an overall grade of 3 which is our target level.						

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.	On track	This project will now move into its second phase. The introduction of Firmstep is planned to commence in March 2019. In preparation for the implementation of this digital platform, key service areas will be capturing demand across all customer access channels. This will help determine the prioritisation of development of on line processes in Firmstep.
Continue to identify opportunities to save money across Teignbridge, East Devon and Exeter City councils as well as through established frameworks nationally.	On track	Details are included in the Council's adopted Transformation Strategy with progress reviewed by the Budget Working Party
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.	On track	Currently delivering against Business plan with financial savings above target. Full details reported to Joint Scrutiny Committee and Joint Executive Committee
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. Construction of the new HQ Blackdown House Honiton is well underway and on target for the relocation date of December 2018. Developer appeal successful and contract and sale price for Knowle redevelopment site confirmed.

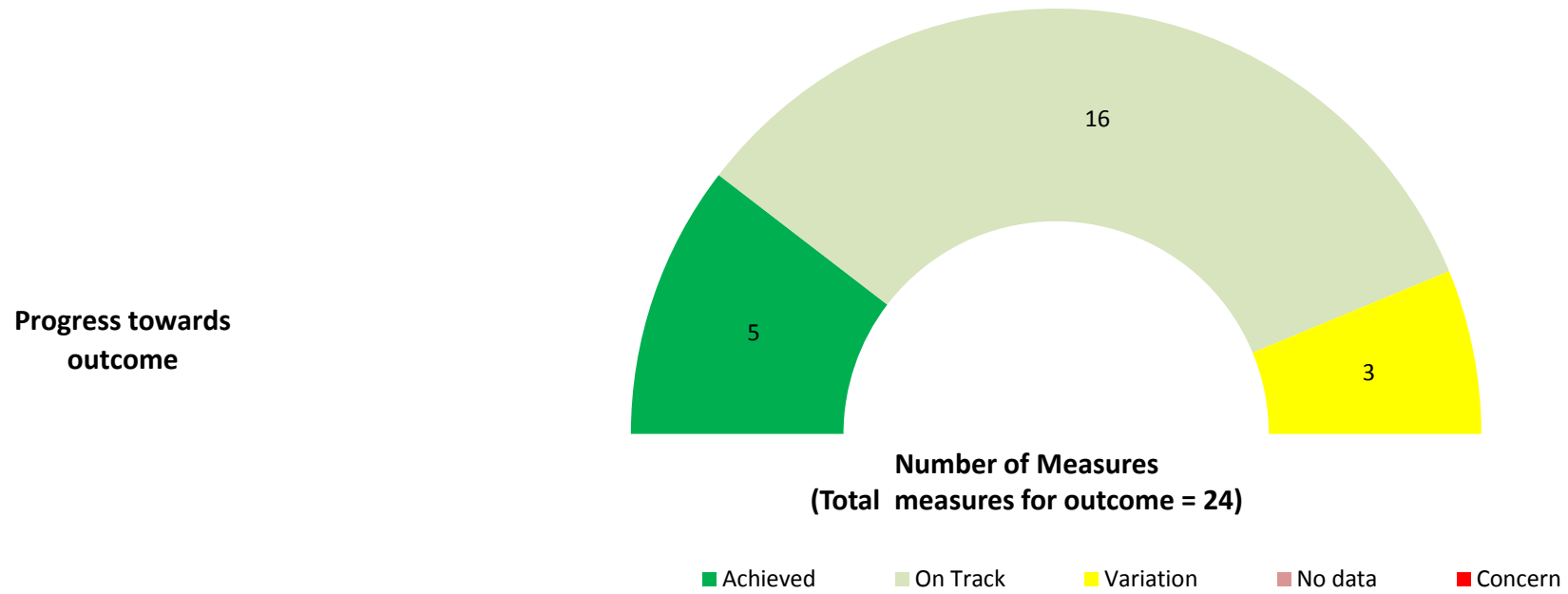
Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Percentage of Council Tax collected	99.01	86.53 (9/12)	30.35	58.15	85.94	98.98	↓
Percentage of Non-domestic rates collected	98.71	33.64 (9/12)	31.47	59.64	84.85	99.20	↑
Working days lost due to sickness absence	8.91	6.38 (3/12)	2.06	4.23	5.66	8.63	↓
Percentage of planning appeal decisions allowed against the authority's decision to refuse	34.4	30 (9/12)	42.9	28.6	34.3	35.7	↓
Management note:	A detailed assessment of the appeal decisions from 1 April 2017 to 31 March 2018 is currently being prepared and will be reported to the Strategic Planning Committee.						
Percentage of Stage 2 complaints responded to within stated timeframes	73	100 (3/4)	100	100	100	92	↑
Percentage of minutes and audio from council meetings uploaded together within 5 working days	100	100 (3/4)	100	100	92	100	↔
Percentage of FOI responded to within the statutory time limits	100	100 (3/4)	100	100	100	100	↔

Number of focused Licence checks	150	114 (3/4)	58	103	152	184	↓
Number of focused vehicle license checks	120	90 (3/4)	32	65	80	103	↓
Management Note:	The objective of 120 vehicle checks has not been completed being just 17 short with 103 checks completed across the year. The demand on the licensing team of new work from Street Trading has had an impact on this objective. The team awaits recruitment of one further staff member in the forthcoming months which will address current work v staffing levels.						
Total average headcount (quarterly total)	503		505	505	503	499	↓
Cumulative Staff Turnover as a percentage of all staff (voluntary leavers)	10		2	5	8	10	↑
Capability at point of contact for Benefits	84		59	59	53	84	↑
% of residents who pay their Council Tax by Direct Debit	79		79	79	79	79	↑
Number of Level 2 complaints (year to date)	34		9	18	23	45	↑
Number of Freedom of Information Requests (year to date)	658		174	370	533	772	↑
Missed bin collections per 1000 households	14		Data not available	Data not available	20	20	↑
Days taken to process local land charges property searches	Less than 6	New PI	2	2	2	2	
Percentage of minor planning applications determined within 8 weeks	75.97	65.0 (3/4)	75	74.41	75.59	74.21	↓
Percentage of other planning applications determined within 8 weeks	86.26	80.0 (3/4)	86.03	84.44	83.56	85.53	↓
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	4.72	↑
Proportion of outstanding debt that is more than 90 days old from date of invoice	12		20	42	45	34	↓

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	3	↑

PRIORITY ONE: Encouraging communities to be outstanding

Service Plan Objectives - Quarter Four Results 2017/18



Service Plan Objectives - Priority 1 v2

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 v2

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
Achieved	LGL-PA-2188	<u>Advise on legal strategy / implementation of major projects (including regeneration) and related processes (internal with external resource where required).</u>	Governance and Licensing Services	Advice has been given as / when required.
On track	EEP-PA-2272	<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	Budget agreed to commission specialist retail advice. Project Initiation Document drafted and project team being constituted. Paper will be brought to Cabinet on potential investments.
Achieved	HOU-PA-2292	<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 been updated to reflect this as a Service priority. We have adequate budgets to ensure that Council housing is well maintained and improvement programmes alongside work to voids ensures that homes we rent offer good quality accommodation and value for money. Our Empty Homes Plan targets long term empties and bringing them back into use.
Variation	pla-PA-2113	<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	Feedback on the preferred approach consultation and a list of actions to move the plan forward were presented to Strategic Planning Committee and agreed in March. Work continues on these actions and it is intended to bring a publication draft back to Strategic Planning Committee in the Autumn as agreed.
On track	pla-PA-2213		Planning Strategy and	

Service Plan Objectives - Priority 1 v2

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>Continue to engage and support communities in Neighbourhood Planning activities</u>	Development Management	Support for neighbourhood planning groups is on-going and continues to be popular.
Achieved	LGL-PA-1809	<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	S106s have been completed which secure obligation on developer to provide affordable housing.
Achieved	LGL-PA-1811	<u>Continue to support the development management function in securing the right development in the right place, and taking effective enforcement action against unauthorised and harmful development.</u>	Governance and Licensing Services	Supported committees throughout the quarter / year and provided advice to officers throughout.
Achieved	LGL-PA-2253	<u>Deliver licences and consents in accordance with the revised Licensing and Gambling Policies and enforce where necessary.</u>	Governance and Licensing Services	Objective met in 17/18
On track	str-PA-2165	<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	As last quarter - Ongoing & on track – we will be planning schools bedding/planting again for the summer along with National Play Day and Love Parks week. Further development of other cultural events for parks has not progressed due to the responsible officer being on Maternity Leave. She will pick up this work when she is back in June.
On track	HOU-PA-2294	<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	All Housing teams worked together to deliver a service to our sheltered tenants over the weekend of severe snow, and to respond quickly to calls for help over the period. This was again achieve a fortnight later when the bad weather was repeated. Staff carried out visits in the villages where they live, helped feed pets that tenants could not get home to, provided bread and other basic provisions in cases of emergency and picked up essential medications where required.
On track	pla-PA-2214	<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

Service Plan Objectives - Priority 1 v2

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
				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. 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.
On track	pla-PA-2218	<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	Plan check and Site inspection teams are in place and are effective.
On track	HOU-PA-2297	<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	HOU-PA-2293	<u>Improve the use and safety of housing</u>	Housing	Ongoing and core to everything we do. Remain compliant in terms of 100% gas safety record. Various policies and procedures are ensuring safety matters are being addressed and managed.
On track	HOU-PA-2291	<u>Maintain and manage the council owned housing stock to a high standard, actively involving tenants in all aspects of the service</u>	Housing	Across the landlord service we support service review groups where decisions are made jointly with tenants and have tenants on our Housing Review Board, sitting alongside elected members and community representatives. Recently tenants have been involved in tender selection for responsive repairs, and we have a designated tenant complaint group which hears formal complaints which have already been through the corporate complaint system. This group has proved quite effective in helping resolve disputes that would otherwise have moved on to the Ombudsman.
On track	P&E-PA-2279	<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. Temporary local asset management arrangements in place for 2018/19 pending resolution of long term asset transfer details.
On track	HOU-PA-2290	<u>Prevent homelessness wherever possible, and otherwise ensure that accommodation is available</u>	Housing	We are following the early intervention and homeless prevention approach advocated in our adopted Homelessness

Service Plan Objectives - Priority 1 v2

Priority: Encouraging communities to be outstanding

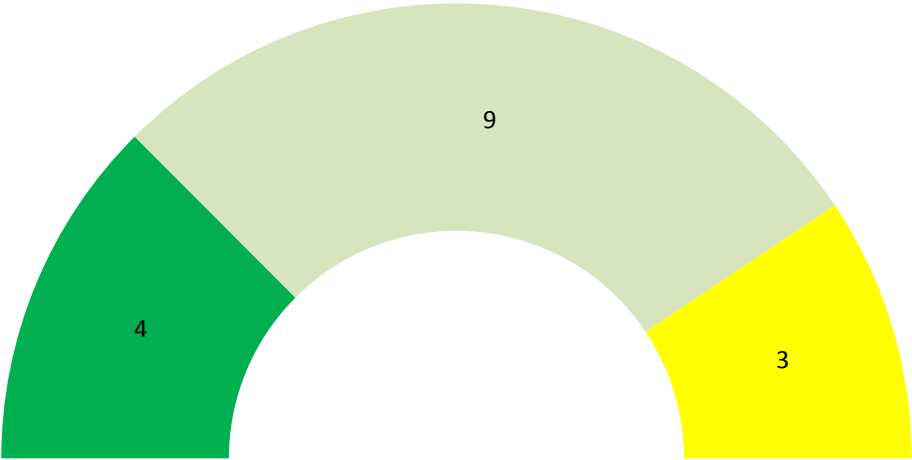
Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>for those who do become homeless</u>		Strategy. This approach has been successful ensuring that we deliver good outcomes for households threatened with homelessness.
On track	HOU-PA-2289	<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	LGL-PA-2189	<u>Provide governance advice and support for any devolution deals or joint committees that may come forward.</u>	Governance and Licensing Services	No devolution deal came forward in 17/18.
On track	HOU-PA-2296	<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	All teams in Landlord Services continue to involve tenants in all areas of their work, through service review groups, joint projects, events for residents locally and training in specific areas. We do this for all ages and abilities.
On track	pla-PA-2217	<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 have been out to tender for consultants to assist in the preparation of the masterplan and are currently considering the submissions with a view to appointing consultants shortly.
Variation	P&E-PA-2278	<u>Transfer of the Younghayes Centre to the Cranbrook Town Council</u>	Property and Estates	Solicitors on both sides instructed and progressing. Remaining issues still need to be addressed.
On track	pla-PA-2215	<u>Use planning policy to promote and encourage new high skilled and well paid employment across the district.</u>	Planning Strategy and Development Management	The policies of the Local Plan seek to promote high skilled and paid employment and the granting of consents with the growth point in particular are helping to deliver on this objective while this aspiration is also being carried forward into the Greater Exeter Strategic Plan.
On track	HOU-PA-2295	<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 Four Results 2017/18

**Progress towards
outcome**



**Number of Measures
(Total measures for outcome = 16)**

- Achieved
- On Track
- Variation
- Concern

Service Plan Objectives - Priority 2 v2

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 v2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
Variation	str-PA-2167	<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 document has been completed and agreed by SMT. The consultation is now on hold pending the change of EDDC Leadership. The new Leader will be reviewing options or taking this forward shortly before deciding on the approach.
On track	pla-PA-2219	<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	Eco-PA-2282	<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	Phase 1 road and car park starts this summer if Grenadier Estates secure planning permission for the watersports centre (phase 2). The application will be heard at June DMC. Hemingway Design is now appointed to work on the visioning exercise for design and uses for phase 3. Temporary uses will be open on the site from the end of May including a new free play area, food and drink offer and events
On track	Eco-PA-2283	<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	Currently progressing the selection of an external advisor to assist with the marketing of the Drill Hall site.
On track	P&E-PA-2280	<u>Enable the council to take a decision on the construction or otherwise of new workspace units at Seaton.</u>	Property and Estates	Expressions of Interest complete, with quite a number of contractors registering an interest to both projects. One being at the Fosseyway and the

Service Plan Objectives - Priority 2 v2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
				other being at Colyford Road. Process ongoing with shortlisting of candidates and second stage of more detailed submissions. On track to complete process by June / July.
On track	EEP-PA-2273	<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	A Cabinet Paper has been drafted for the April 2018 meeting that seeks EDDC to borrow up to £8 million to support the delivery of critical investments within the Enterprise Zone. Branding and signage work is progressing well, signs have been finalised and the leaflet is close to completion. The website is close to completion. Floor space delivery is progressing with buildings completed at SkyPark and new buildings under construction at Science Park.
Achieved	Eco-PA-2284	<u>Establish a monitoring system to identify external funding opportunities for appropriate regeneration and economic development projects</u>	Regeneration & Economic Development	Monitoring process and funding spread sheet has been established. This has underpinned 2 major funding applications by EDDC (ERDF and CCF) and the information has been disseminated to hundreds of local businesses.
On track	EH-PA-2238	<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	Eco-PA-2285	<u>Project Pipeline Plan to identified funding bids/opportunities - New workspace provision (x3 locations)</u>	Regeneration & Economic Development	There has been substantial progress made in both the identification and initial feasibility review of a series of potential workspace developments. A list of these has been developed for review.
On track	EH-PA-2158	<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</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

Service Plan Objectives - Priority 2 v2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>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>		get this information on the website in a user friendly manner
Variation	str-PA-2247	<p><u>Review our events booking procedure and agree a protocol to include a streamlined process; cross reference with other departments; local rules for areas and sites such as Exmouth Strand and an improved charging structure.</u></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>	StreetScene	<p>We submitted a proposal for an Events Officer to better market our open spaces for events, to generate an improved income from our assets at the same time as improving the events offer for residents and visitors. At the January budget Overview & Scrutiny committee the special item was discussed and it was agreed that John Golding would bring a further paper to the March meeting with a more detailed business case (as was planned for the item). The further report looked at how the post might operate, where it would be hosted and how it could pull together the various events staff resources into a mini team for the council, this report also went to Cllr Thomas' think tank and will now be submitted as a budget bid in the 2019 budget round.</p> <p>In the meantime we have continued to work with events providers to host events on our land, but have been unable to progress the review of the process and increased events charges.</p> <p>More recently we have worked closely with Licensing to manage the issues around charging for Street Trading Consent. This process has now been changed to be a free application and we are working with Licensing to streamline applications for customers so that there is one point of contact for EDDC land permission and licensing permission for an event.</p>
Achieved	LGL-PA-2254	<u>Street Trading consultation with a view to developing and bringing in a more flexible policy while also extending the control to the whole district.</u>	Governance and Licensing Services	Objective met with new regime coming into effect 2nd Oct 2017.
On track	pla-PA-2221	<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</u>	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

Service Plan Objectives - Priority 2 v2

Priority: Developing an outstanding local economy

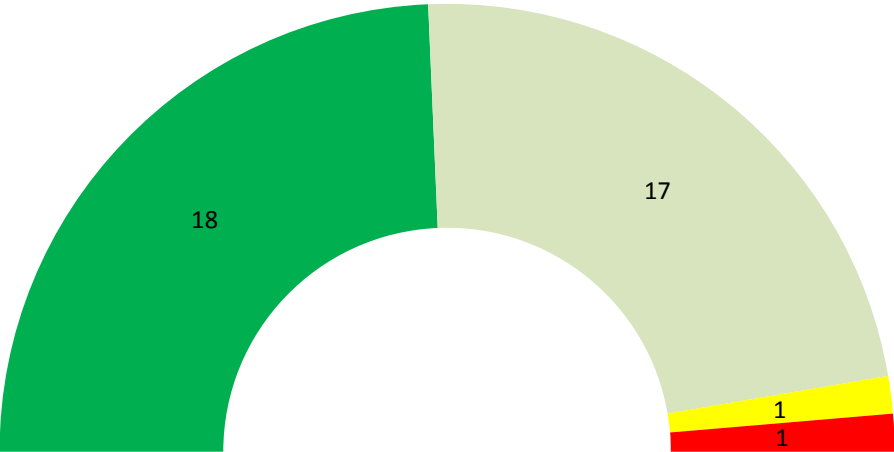
Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>Housing & Economic Land Availability Assessments (HELAA).</u>		common goal of delivering employment spaces to meet the needs of the district.
Achieved	EH-PA-2240	<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>	Env Health & Car Parks	We are currently undertaking a broad public consultation exercise to assist us in reviewing fees and charges. Predictably the exercise is attracting a lot of interest and the outcomes will be reported to Members after the consultation period ends on 1 June 2018.
Achieved	EH-PA-2239	<u>We will explore opportunities to offer simplified car parking tariffs (and in consequence simpler signage) in our car parks. Those tariffs must still enable car parking space demand to be effectively managed and represent responsible financial management of the Council's car parking assets</u>	Env Health & Car Parks	The possibility of simplifying our tariffs is one of the areas being explored in our current public consultation exercise.
Variation	pla-PA-2220	<u>Working in partnership with other authorities in the Greater Exeter area to develop a strategic plan which enables the local economy to grow and develop to provide higher skilled and paid employment within knowledge based economic areas.</u>	Planning Strategy and Development Management	The timetable for the GESP has slipped for a variety of reasons as detailed in the report to Strategic Planning Committee on 24th April, however work continues to progress this key piece of work.

PRIORITY THREE: Delivery and promoting our outstanding environment

Service Plan Objectives - Quarter Four Results 2017/18

**Progress towards
outcome**



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

■ Achieved ■ On Track ■ Variation ■ Concern

Service Plan Objectives - Priority 3 v2

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 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
On track	P&E-PA-2281	<u>Completion of a condition and stock survey programme which will enable the production of more detailed planned maintenance programmes.</u>	Property and Estates	A rolling programme of stock condition surveys in accordance with best practice has been established from 2016 where 20% of the stock is surveyed every year. The whole stock being resurveyed every five years. In connection with this year's surveys we aim to complete these by the end of August 2018, along with the annual review of our planned maintenance programme. This is planned to be in time for next year's budget setting process starting in September.
On track	str-PA-2250	<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	Work continues with EA and their supplier TVO to deliver scheme. Topographic and bathymetric surveys majority complete, with intrusive surveys to follow later in Spring.
On track	Cou-PA-2230	<u>Cranbrook Healthy New Town outreach – social prescribing / referrals, health walks (LED), cycle route developments (Active Devon)</u>	Countryside, Arts and Leisure	Continued work has been undertaken with Cranbrook schools, Active Devon and Sustrans on activity projects and outdoor learning. This has included move a mile walks, regular country park sessions with education campus and free wildlife trails for school holidays.
On track	Cou-PA-2143	<u>Deliver countryside outreach work programme within targeted communities across East Devon collaborating with Housing</u>	Countryside, Arts and Leisure	A successful year has been completed with 48 outreach sessions delivered to targeted communities through Switch Groups, community fun days and children's centres across the district. This cross working with housing has been working very effectively.
On track	pla-PA-2222	<u>Delivering and promoting green infrastructure including Suitable Accessible Natural</u>	Planning Strategy and	The provision of SANGS continues to be pursued through the joint habitat mitigation

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>Green Space (SANGS) across the district. Support the new joint committee with Exeter City Council and Teignbridge District Council</u>	Development Management	board in partnership with Exeter CC and Teignbridge DC.
On track	EEP-PA-2274	<u>Delivery of habitat mitigation measures, both on-site and off-site, through the Habitat Regulations Executive Committee</u>	Growth Point Team	Dawlish Country Park now open and Habitat Mitigation Officers in post. Wildlife Refuges in the process of being implemented and new Codes of Conduct agreed. Bid to the Housing Infrastructure Fund to support SANG delivery successful.
Achieved	Cou-PA-2233	<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	The grant awarded by this scheme has been fully spent on improving the wildlife garden in front of the Thelma Hulbert Gallery (THG) involving local school children from Honiton.
Achieved	Cou-PA-2144	<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	A key programme of health walks are being delivered by partner LED. Covering all major towns and valleys within in East Devon. Including Exmouth, Honiton, Sidmouth, Seaton and the river valleys of Axe, Sid and Otter. Volunteering opportunities in the countryside team have been growing in levels. We now offer 3 opportunities each week for outdoor volunteering. There are no GP referral schemes running but we are working closely with Public Health officer to make better links with GP's across the district.
Achieved	Cou-PA-2227	<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: This has been completed and training course will be delivered again in Summer 2018.
On track	Cou-PA-2231	<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	Severe delays in the acquisition of the Hillside site means that we are behind schedule with community engagement with this site - however now the site has been handed over we can establish the local working group
Achieved	Cou-PA-2147	<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	Delivered for the year.
Achieved	Cou-PA-2146	<u>Develop phase 2 of the Community Orchard project collaborating with Housing & Streetscene services that links</u>	Countryside, Arts and Leisure	Series of events have been undertaken over the winter to celebrate and look after the 3 new orchards. This has included harvest and blossom events. Survey work

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>to East Devon's Public Health Plan</u>		is underway to identify a 4th site in Sidmouth for a Orchard or Fruit route to be planted for winter 2018.
Achieved	Cou-PA-2234	<u>Enter the Family Arts Festival award and Devon Tourism award 2017.</u>	Countryside, Arts and Leisure	The THG entered this award for 2017 however though nominated did not pick up an award thus year despite the success of the last 3 years picking up Gold and Silver.
Concern	str-PA-2170	<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) reviewed by Network Rail delivery team, and verbal approval received. EDDC are currently awaiting the draft Basic Services Agreement from Network Rail, which was expected in March.
On track	str-PA-2249	<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	Otter Rotters were unable to provide evidence of the provision of a viable service. The EDDC/SUEZ partnership has investigated an alternative means of delivering a district wide green waste collection service which is due to go-live in May 2018.
On track	str-PA-2251	<u>Green space Plan - Continue to review our green and open spaces through completion and implementation of our Green Space Plan.</u> <u>- Assist Countryside in getting the policy adopted and then implement its management policies.</u> <u>- Review our green spaces and categorise our sites, rationalise spend on prime sites in line with GSS.</u>	StreetScene	Work has been taking place on the categorisation of our green spaces. Most StreetScene green spaces have been completed, with Housing and some Countryside sites still to do. We are going to begin reviewing the scoring of sites at our next GSP implementation group meeting on 17 April. The scoring will allow us to start thinking about which lower scoring sites we might recommend for reviewing. Before we can complete tis we are investigating the use of s106 funding to complete a categorisation review of all green space with East Devon (not only EDDC owned sites). This would update our strategic planning documents - Green Space Strategy, which would allow us to see how much of any particular green space typology there was in a given area. This would then allow us to make informed decisions about which sites might be recommended for review. Other GSP policy actions:

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
				<p>• CGS2 – Minerva Country Park – Countyside had early involvement via planning policy. GSP group to brief Planning DM meeting so that there can continue to be early involvement of land managing departments (StreetScene, Countryside) in strategic planning decisions where we might become responsible for maintaining an area.</p> <p>FS Policy 1 – Countryside have refreshed their entry point signs. Next priority will be Phear Park. StreetScene Area Managers will then prioritise other key park sites to start updating entry point signage.</p> <p>• Wild Exmouth Plan for lottery funding FS Policy 1, 2 & 3 - Update / plan going to next implementation group. Streetscene will be reporting back on meadow and wildflower trials across district for Summer 2018.</p> <p>- Visitor survey to be refreshed and results published for Autumn 2018.</p>
Achieved	Cou-PA-2226	<u>Habitat and species recording programme to be set by the Trainee Countryside Ranger</u>	Countryside, Arts and Leisure	Trainee role has been removed from budget, but 2018/19 will see the framework of survey and monitoring established by the role, continued by the Countryside Team staff.
Achieved	Cou-PA-2229	<u>Implement new tree software (Ezytreev) for Tree team to enable better data capture</u>	Countryside, Arts and Leisure	Software installed
Achieved	Cou-PA-2235	<u>Manor Pavilion theatre car park to be changed into a pay and display car park.</u>	Countryside, Arts and Leisure	The pay and display arrangements are now fully functional and have been bringing in income to the theatre's cost centre. The 4 months trading period in 2017/18 has helped offset the costs of creating the car park and the purchase of the machines.
On track	str-PA-2169	<u>Asset mapping & condition survey. Following the completion of the digital mapping of our assets (Street furniture, signs, bridges, flood defence schemes) plan and implement a programme of scheduled asset inspections and produce a written procedure (as detailed in Asset Audit)to help us better protect the public and plan a proactive maintenance budget. Procedure to include method for keeping the mapping data current and also how it will link</u>	StreetScene	Property and estates have reviewed the prioritised sites given by StreetScene Ops. Comments received on asset inspection protocol from StreetScene West, comments form East team awaited. Draft protocol to be sent to SMT following StreetScene East comments.

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>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>		
On track	CS1-PA-2260	<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	comments and feedback from customers is being forwarded to the Recycling and Waste team. Regular meetings are being held to discuss any relevant points and progress this project. The scheme has been released for subscription and the collection of green waste will commence in May
On track	str-PA-2172	<u>Seaton Beach Management Plan (BMP) to produce a beach management plan for Seaton beaches from Seaton Hole to Axmouth Harbour which will produce options and costs to manage the beaches over the next 10 years.</u> <u>• Working with all stakeholders through a steering group, develop a Beach Management Plan to ensure the existing standard of protection from flooding is maintained or improved and that erosion is managed in line with the shoreline management plan.</u> <u>• BMP to tender & completion</u> <u>• Use BMP to design a scheme of works to help protect Seaton beaches & apply for DEFRA funding if appropriate.</u>	StreetScene	Beach Management Plan completed adopted by EDDC cabinet in March. Options appraisal of dredging options remains under consideration, and enquires continuing via the Marine Management Organisation.
On track	Eco-PA-2286	<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> <u>• Watersports Centre</u> <u>• Street trading in local craft and produce</u> <u>• Sidmouth seafront/Port Royal renewal</u>	Regeneration & Economic Development	Street Trading is progressing with a large market event being organised by the ED team for Honiton in July. Street Trading is also a key feature of the temp. uses at Queens Drive, Exmouth. The Water sports application has been submitted for Queen's Drive.
Achieved	Cou-PA-2228	<u>Submit a Green Flag application for Seaton Wetlands</u>	Countryside, Arts and Leisure	Application has been submitted and site will be judged in the coming months via a mystery judging visit.
Achieved	Cou-PA-2154			

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>Support the work of the East Devon Area of Outstanding Natural Beauty (AONB) & Blackdown Hills AONB Partnerships to deliver their annual business plan outputs – promoting the value of the landscape and wildlife of these nationally important landscapes</u>	Countryside, Arts and Leisure	EDDC has helped through its grants towards both AONBs deliver a comprehensive programme of activities and projects (details of which can be found on the Annual Review document available on their websites) the funding from EDDC supports both the core team costs as well as match funding for a variety of projects and matches the 75% funding from Defra.
Achieved	Cou-PA-2237	<u>Support work of the Arts & Culture Forum to scrutinise and implement the adopted EDDC Cultural Plan 2017-2022</u>	Countryside, Arts and Leisure	2017/18 has seen the Forum scrutinise the work of all its cultural services - Countryside, AOMNB Partnerships, THG and the Manor Pavilion Theatre within its biennial meetings. The FORum has also approved the new Villages in Action programme for 2018 with a new delivery body - Carn to Cove, it has agreed to continue its support for its local museums through the SW Museums partnership and is overseeing the development of a new web presence. All these areas are within the 5 year Cultural Plan
On track	str-PA-2174	<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. Produce Trees policy for management of council owned stock to fulfil Green Space Plan (GSP) Objective 7 (see GSP for further details). Work with Housing & Countryside to better manage our entire tree stock.</u>	StreetScene	Update, we have an ATR in for a team leader to start moving the objectives forward once approved. We will then work with the team leader to appoint two operatives to work with the team leader after both of our operatives left their posts. We hope to have this completed for the end of June.
Achieved	CS1-PA-2259	<u>The Customer Service Centre (CSC) will be responsible for defined deliverables within the implementation of the new recycling scheme. Changes will need to be implemented to the CSC processes and systems and staff training provided and appointment of temporary staff.</u>	Customer Service	A number of new and amended processes have been delivered to the CSC to ensure that a smooth service is offered to our customers. There has been a huge amount of work completed with education of our team to skill for this important scheme. No temporary staff were approved for this project and therefore this did have an impact on both performance and staff morale. Wait times for customers to be answered increased.
Achieved	Cou-PA-2148	<u>The further development of the THG's outreach programme</u>		This has been delivered - with a programme of self supporting adult

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>with funding bids to Arts Council England, Non Profit Organisations and Heritage Lottery Fund.</u>	Countryside, Arts and Leisure	workshops, Arts Council supported exhibitions, workshops with Memory Café groups, learning difficulty workshops led by Arts Council funded artists in residence scheme, THG takeover project in Exmouth are some of the highlights. Further detailed information can be provided on request
Achieved	Cou-PA-2236	<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	Cou-PA-2232	<u>Thelma Hulbert Gallery (THG) to work with EDDC's Housing tenants to run an exhibition</u>	Countryside, Arts and Leisure	This exhibition was successfully delivered with the highest quality collection of Housing Tenant's work the THG has exhibited so far. It is due to run again in 2018.
On track	pla-PA-2223	<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.
On track	pla-PA-2117	<u>To produce a District Design Guide and Householder Design Guide to improve the quality of new buildings and places to enable the development of places that work.</u>	Planning Strategy and Development Management	It remains an objective to produce further design guidance to improve the quality of new building in the district, however on-going work on the Cranbrook DPD and villages plan as well as the secondment of staff to the Greater Exeter Strategic Plan team have limited our ability to progress this work. Once replacement staff have been appointed and other work further progressed then resources will be committed to this work.
Achieved	pla-PA-2118	<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	A number of recent, successfully completed, high profile and significant cases has demonstrated the effectiveness of the DS service.
Variation	str-PA-2175	<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</u>	StreetScene	We've had additional high priority schemes to complete such as Queen's Drive, Exmouth, and staff absences. The timetable for the play strategy has been revised with draft report to go to SMT in June.

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

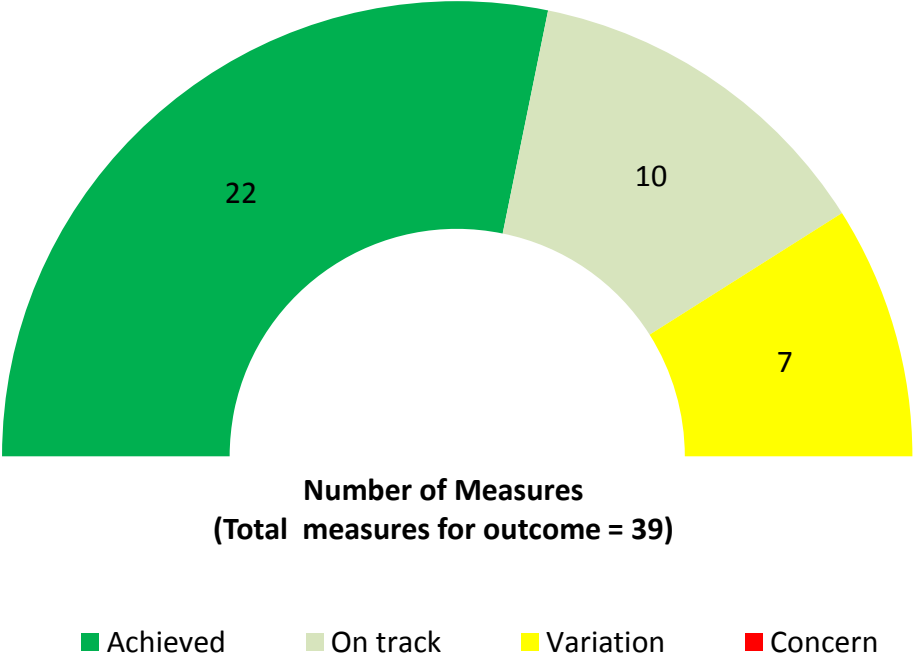
Key Strategic Objective

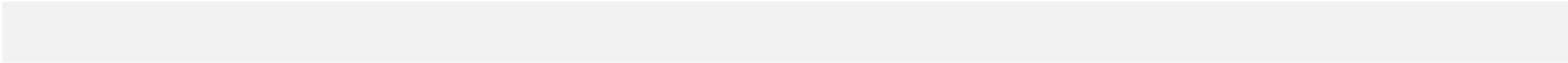
Objective Status	Code	Objective	Service	Comments
		<u>adopted.</u>		
On track	EH-PA-2241	<u>We will monitor and report on levels of air pollution at relevant locations around East Devon. The recorded and predicted pollution levels will be compared to nationally accepted levels and if it is appropriate to do so, we will take further steps to secure air quality improvements via an action plan</u>	Env Health & Car Parks	The results obtained for 2017 have not yet been validated by DEFRA but there are no indications in the raw data that any further steps are needed, although we are concerned about levels at Clyst St Mary and have therefore taken steps to erect some continuous monitoring equipment there which will be in place for the next two to three years.
Achieved	EH-PA-2243	<u>We will review the Honiton Air Quality Management Area. Air quality Monitoring continues to take place in Honiton but our detailed assessment results this year mean that we can now review the Honiton Air Quality Management Area (AQMA). Our data suggests that it may be possible to revoke to Order designating the AQMA but this must now be subject to critical examination by DEFRA.</u>	Env Health & Car Parks	Revocation of the order has been agreed by DEFRA and Cabinet and the legal process to conclude this will soon be completed.

PRIORITY FOUR: Continuously improving to be an outstanding council

Service Plan Objectives - Quarter Four Results 2017/18

**Progress towards
outcome**





Service Plan Objectives - Priority 4 v2

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 v2

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
Achieved	OD-PA-2201	<u>Agree new policies with UNISON in relation to travel and home working.</u>	Organisational Development	All policies have now been agreed with UNISON. Management briefings have taken place and the policies will now be communicated to staff via meta-compliance.
Achieved	OD-PA-2266	<u>Complete and fundamental review of Workforce Plan and produce a People Strategy</u>	Organisational Development	This has been achieved. Additionally, the People Strategy was given a 'substantial' rating by our internal audit team.
Achieved	OD-PA-2206	<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	This was achieved for all those moving to Exmouth Town Hall - the next phase will be to consult with those moving to Blackdown House.
Achieved	LGL-PA-2197	<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 we have sought to maximise opportunities within budget available. Data protection and planning training programmed in.
On track	Eco-PA-2288	<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	Our capacity to proactively respond to commercial land and premises requests has been augmented by our use of CoStar to help facilitate indigenous business growth and inward investment.
Variation	LGL-PA-2255	<u>Continue to progress the Council's transformation & mobile working strategies across the service (including use of mobile devices where appropriate).</u>	Governance and Licensing Services	Positive approach to mobile / flexible working but systems thinking, while commenced, has not completed in 17/18.
Achieved	LGL-PA-1291	<u>Continue to provide integrated interdisciplinary legal service for major projects such as office relocation, Seaton and Exmouth Projects</u>	Governance and Licensing Services	Legal Services have continued to work with major project groups to advise and assist.
Achieved	fin-PA-2264		Finance	

Service Plan Objectives - Priority 4 v2

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<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>		Completed. This was approved by Cabinet on 13 July 2017
Variation	LGL-PA-2005	<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	Due to competing pressures, systems thinking has not been completed within the service in 17/18.
On track	OD-PA-2268	<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	We continue to work closely with the regeneration team to ensure that communication around key projects is prioritised.
On track	CS1-PA-2265	<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	str-PA-2252	<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’ 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</u>	StreetScene	The recruitment process for the new post of Operational Health & Safety Officer has begun and interviews will take place in early May. Once the post holder is in place their first priority will be completing the 'red route' risk assessment work that will help us continue with high speed road litter picking. Currently litter picking in high risk roadside areas has been paused following the implementation of new guidance from the HSE called WISH 24. We've now completed generic risk assessments for wide verge areas (1.2m sideways clearance to live traffic) and laybys, this has allowed the teams to start clearing litter from these sites. The 'red route' site specific risk assessments will need to be completed for all other areas by the Operational Health and Safety Officer, this work will lead to the creation of safe systems of work for clearing other fast road areas,

Service Plan Objectives - Priority 4 v2

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>accurate record.</u>		new working practices might include road closures or vehicles with crash cushions. Our District Wide Technical Officer was made redundant in relation to the creation of the new Operational H&S Officer post.
Achieved	LGL-PA-2257	<u>Implement a virtual Deed Room to improve efficiency within the Service and across the Council</u>	Governance and Licensing Services	It has been implemented and the back scanning continues to ensure it becomes available for use as soon as possible.
Variation	LGL-PA-2258	<u>Implement Public Access for Lalpac to ensure more accessible process for applying for various licences</u>	Governance and Licensing Services	This Objective will cease. The Lalpac database will no longer be the preferred ICT database for licensing in 2018/19 and Strata have commenced the phased introduction of another database rolling out in order of Teignbridge, Exeter then East Devon
Variation	OD-PA-2269	<u>Implementing changes to legislation in relation to exit payments and contractors in the public sector</u>	Organisational Development	This has not been progressed at a national level but EDDC will implement once it is agreed.
Achieved	OD-PA-2270	<u>Implementing training specifically for managers and staff to support change to office accommodation including coaching as a core management skill</u>	Organisational Development	Training in place
Achieved	OD-PA-2208	<u>Lead implementation of communications strategy in relation to full roll out of new recycling and waste contract across the district</u>	Organisational Development	This has been achieved and now work has moved on to supporting the roll out of our green waste service. This work represents a very successful collaboration with Suez and Strata.
Achieved	LGL-PA-2195	<u>Maintaining recoverable legal fee income</u>	Governance and Licensing Services	Legal services continues to keep fee income under review and wherever possible seeks to increase fees recovered.
Achieved	LGL-PA-2194	<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	All teams working to minimise the amount of paper. Although not specifically measured, there is less paper being used now than at the beginning of the year - particularly in legal.
Variation	LGL-PA-2199	<u>New combined Cemeteries Regulations preparation, consultation and approval by Council (for all 3 council cemeteries)</u>	Governance and Licensing Services	As reported in the last review, the need to consider certain implications (Health and Safety / budget issues) has delayed this objective and funding has been included in the finance year for 201/19 now. The need to carry out further consultation exists for the forthcoming quarter and period
On track	fin-PA-2261	<u>Prepare 2017/18 Accounts to an appropriate standard that</u>	Finance	Currently in line with year end timetable and due to have Accounts published in

Service Plan Objectives - Priority 4 v2

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>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>		accordance with new requirement of 31st May 2018.
Achieved	LGL-PA-2006	<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	Legal Services have worked with services to provide high quality advice and to advise on strategies to assist with maximising value
Achieved	LGL-PA-2009	<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 has been given at relevant meetings.
Achieved	LGL-PA-2256	<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 has been given as and when required.
Achieved	fin-PA-2262	<u>Review of financial policies and guidance to ensure up to date and following best practice picking up SWAP recommendations. Provide 'refresher' training to managers to ensure understanding and following the financial framework of the Council. This is to link in with project management requirements.</u>	Finance	Both Financial Regulations and Contract Standing Orders have been updated and improved substantially. Contact standing Orders have been adopted by Council in Year and Financial Regulations are to be presented to Council in May 2018.
On track	EEL-PA-2275	<u>Support the introduction of the Greater Exeter Growth and Development Board, critically reviewing existing partnership arrangements/groups</u>	Growth Point Team	March Board meeting considered initial Terms of Reference. These will come back to the June Board meeting.
Variation	EEL-PA-2276	<u>Support the production of the Greater Exeter Strategic Plan, ensuring robust project management and a clear focus on addressing delivery challenges</u>	Growth Point Team	Timetable for the production of the GESP delayed to allow additional consideration of key strategic issues.
Achieved	LGL-PA-2200	<u>Taxi Licensing Policy development, consultation and approval</u>	Governance and Licensing Services	Objective met in Q1.
Achieved	LGL-PA-2196	<u>To continue to promote local democracy through engagement with local councils and schools</u>	Governance and Licensing Services	Speed dating with King's School was successful.
On track	pla-PA-2225			

Service Plan Objectives - Priority 4 v2

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<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	New SBCO post is assisting us keeping this objective on track.
On track	fin-PA-2183	<u>To ensure the Council has appropriate plans in place that will deliver a balanced Council budget up to 2020/21.</u>	Finance	The Council has approved a Financial Plan and Transformation Strategy which are regularly monitored to ensure this objective is on track.
Achieved	fin-PA-2263	<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</u> <u>Specific targets set to achieve by 31/3/18 are:</u> <u>- For Council Tax 'moves' a 10% shift in demand from telephone to online.</u> <u>- For payments made a 10% shift in demand from telephone to online/automated system.</u>	Finance	During 2017/18 1,651 customers used the online council tax move form which was a 22% increase on 2016/17 (1,349). Based on our phone demand capture over a 2 month period approximately 30%-34% of all our council tax moves are now done using our online council tax move form. This is a significant shift to online rather than having this come over the telephone. This is a much more efficient way to handle this work. Customers using the online form means that the data doesn't need to be re-entered by staff. Alongside other efficiency measures is how we've been able to reduce our FTE by 2 staff. This measure does not include moves that come in via email as our preference is for customers to use the dedicated online form to ensure that we capture the correct information at first point of contact.
On track	pla-PA-2224	<u>To maintain high levels of customer satisfaction and monitor through regular surveys</u>	Planning Strategy and Development Management	A customer satisfaction survey is currently underway in Development Management and should be completed by the end of May.
Achieved	LGL-PA-2198	<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	Implemented and serviced the revised committee structure throughout 17/18
Achieved	OD-PA-2267	<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	Successful trial concluded with the policy being rolled out across the organisation.
Achieved	EH-PA-2245	<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</u>	Env Health & Car Parks	The review has now been completed and changes implemented. Our corporate safety team has now completed a comprehensive health and safety training matrix to assist managers in addressing training needs with their staff. Our team will be fully up to strength following the successful recruitment of an Operational health

Service Plan Objectives - Priority 4 v2

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<p><u>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>		and safety specialist to work closely with our highest risk front line services.
On track	EH-PA-2246	<p><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></p>	Env Health & Car Parks	This is an on-going commitment and negotiations are continuing for several sites at present.
Achieved	EH-PA-2244	<p><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></p>	Env Health & Car Parks	A review has been carried out and we are currently awaiting the results of a customer satisfaction survey to assist us in making decisions on any changes. The service is continuing unchanged for the time being.
Variation	pla-PA-2123	<p><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></p>	Planning Strategy and Development Management	We hope to advertise the post of Development Delivery Project Manager who will pick up this area of work with particular emphasis on delivering key projects such as the Axminster Masterplan in the coming year.

Scrutiny Committee Forward Plan 2018/19

Date of Committee	Report	Lead
6 Sept 2018	Response from Planning on issues raised on 7 th June re the Tree Team update and Tree Task & Finish Forum recommendations. Street Trading Portfolio Holder update report & Associated Service Plan	Ed Freeman – Strategic Lead Planning Strategy & Development Management. Steve Saunders – Licensing Manager
4 Oct 2018	Update on Elections Report	Mark Williams
22 Nov 2018	Service Plans	
16 Jan 2019	Service Plans and Budgets jointly with Overview Committee	
7 Feb 2019		
7 Mar 2019		
4 Apr 2019		

Work for allocation to the Forward Plan as appropriate:

Proposed date	Topic
tbc	Service Plans & associated budgets – rolling programme. Report to follow the Budget Working Party meeting on 28 June 2018.
tbc	Portfolio Holder update reports being sought; committee can then subsequently ask the PH to attend committee on specific aspects of their portfolio.
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 from Estates Team one year after recruitment of Property Records Officer and Business apprentice (from approved 2017/18 budget)

Topics put forward for further information or for scoping that remain outstanding are:

- Charges for fly tipping
- Broadband issues
- Street trading (September meeting)
- 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);
- Complaints surrounding development works impact on neighbouring area (Cllr B de Saram)
- Implications for the council following publication of the council guide on modern slavery by the LGA

Report to: **Scrutiny Committee**

Date of Meeting: 5th July 2018

Public Document: Yes

Exemption: None

Review date for release None

Agenda item: 10

Subject: **Review of Service Plans and associated budgets**

Purpose of report: At Scrutiny Committee in June members requested that proposals be presented to facilitate a coordinated review of service plans by both Scrutiny and Overview Committees throughout the year, separately but in advance of the Joint Budget meeting in January 2019.

Recommendation: **That Members;**

- a) agree to review existing service plans ahead of the formal budget setting process, with consideration to the options outlined in the report,**
- b) recommend to Cabinet that a review of the budget setting process is carried out to reflect good practice elsewhere, enable wider member engagement and to help towards delivering a budget which meets members aspirations in future years**

Reason for recommendation: **To enable early member involvement and effective review of the service planning and budget setting processes before recommendation onto Council in January.**

Officer: Sue Howl, Democratic Services Manager,
susan.howl@eastdevon.gov.uk

Financial implications: There are no direct financial implications.

Legal implications: It is for Members to determine the process by which they set the budget and as such this report raises no direct legal implications.

Equalities impact: Low Impact

Risk: Low Risk

Links to background information:

- [East Devon District Council Constitution](#)
- The Communities and Local Government Committee published their report "[Effectiveness of local authority overview and scrutiny committees](#)" on 15 December 2017.

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



1. Introduction

- 1.1. At the meeting of the Scrutiny Committee on 7 June, it was resolved that the committee would ask the Democratic Services Manager to present them with proposals for facilitating a review of EDDC service plans by both Scrutiny and Overview Committees, separately at meetings throughout the year but in parallel to reflect their respective perspectives on the same functional areas, in advance of the Joint Budget meeting in January 2019. Consideration would be given to the requirement for officer representation at such meetings and how the committees' findings could be brought together.
- 1.2. A review of Service Plans is part of the Scrutiny Forward Plan, and when associated with the budgets for the respective services would enable members to be in an informed position prior to the Joint Overview and Scrutiny Budget meeting in January when they are faced with a lot of information about the whole Council operation. This is also a process which can involve Portfolio Holders who can be invited to the committees to report on the functional areas for which they have a remit.
- 1.3 There is an obvious benefit to be gained in developing a rolling programme throughout the year which facilitates a coordinated approach and increases the potential for members to develop their understanding and influence future plans. The Budget Working Group which met on 28th June supported this view by having an item on its agenda, 'Service Plan and Budget approval process', and inviting the involvement from the Chairmen of both Overview and Scrutiny Committees. It was intended to discuss suggestions for a change in approach of this process to include early member involvement and effective review before recommendation onto Council for approval.

2. The role of Scrutiny and Overview at EDDC

- 2.1. At EDDC, Overview and Scrutiny is a non-executive function carried out by three separate committees, the Overview Committee, the Scrutiny Committee and the Housing Review Board ('the [Overview and Scrutiny Committees](#)').

The Overview and Scrutiny Committees operate within the guiding principles of effective scrutiny promoted by the Centre for Public Scrutiny, namely;

 1. Provide a 'critical friend' challenge to the Cabinet as well as external authorities and agencies.
 2. Reflect the voice and concerns of the public and its communities
 3. Take the lead and own the scrutiny process on behalf of the public
 4. Make an impact on the delivery of public services
- 2.2 In terms of general functions, the Overview Committee principally provides the 'critical friend' challenge and reflects the voice and concerns of the public and its communities prior to the decision being taken so as to make an impact on the delivery of public services. The Scrutiny Committee will principally take the lead and own the post decision scrutiny process (in its widest sense) on behalf of the public with a view to making an impact on the delivery of public services.

However, both the Overview Committee and Scrutiny Committee will:
review and/or scrutinise decisions or actions taken in connection with the discharge of any of the Council's functions including considering the draft budget by way of a joint meeting between the two committees in January each year (or such time as is appropriate).
- 2.2. In terms of specific functions, Overview Committee covers policy development and review in that it will assist the Council and the Cabinet in the development of its budget and policy

framework by in-depth analysis of policy issues. Scrutiny Committee will be responsible for; reviewing decisions made by and performance of the Cabinet and Council officers both in relation to individual decisions and over time; reviewing the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas; and questioning Members of the Cabinet and Senior Officers about their decisions and performance, both generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;

2.3. The Communities and Local Government Committee issued their first report of session 2017-19, examining the role of scrutiny in local authorities in the light of how the role has evolved since the introduction of overview and scrutiny committees in the Local Government Act 2000. The Scrutiny Committee made a submission to the review after its meeting in March 2017, and following the Government response in March 2018 also reviewed the CLG committee's recommendations in the context of the current committee arrangements of this Council. Significantly, the CLG report emphasised that in a culture which recognised that scrutiny plays a productive part in the decision making process, this approach could result in improved service outcomes. Further to this, the impact of ineffectual scrutiny can be extreme, and whilst the failures were not attributed to local committees, the high profile failings at Mid Staffordshire NHS Trust and at Rotherham Council indicated that effective challenge and scrutiny by local authorities and health was not applied in these cases.

3. Service Plans

3.1 Our annual service plans detail what will be delivered in each service area. They provide information about the service and what it aims to achieve in the current financial year. They also set out service challenges for the next three years, emerging risks, staffing and training and any equalities actions to be achieved. The progress of the service plan objectives is reported on quarterly through [our performance reporting pages](#).

3.1. In the current year 2018/19 there are ten service plans;

[Countryside and Arts](#)

[Economy and Regeneration Services](#)

[Environmental Health and Car parks](#)

[Finance](#)

[Governance and Licensing](#)

[Growth Point Team](#)

[Housing](#)

[Organisational Development, Transformation and Equalities](#)

[Planning and Planning Policy Service](#)

[Streetscene](#)

3.2. In September each year, Strategic and Service Leads across the Council will be asked to review and update their service plans to inform the budget setting process, by November. Within the wider financial constraints imposed by central government, usually only made known in announcements in the new year, as well as our existing local commitments, the Financial Plan and the Transformation Strategy, there remains considerable scope for Overview and Scrutiny committees to play a role in the service planning process to maintain the good health of an organisation open to challenge and ways of working differently.

4. A new approach to the review of service planning and budget approval

- 4.1 At Annual Council on 16 May, Councillor Thomas, as the new Leader of the Council, added two important new Portfolios which align to the ambition and priorities of the council, Asset Management and Transformation. He also strengthened the Overview Committee, Budget Working Party and Capital Strategy and Allocation Panel and plans to improve the scope of Portfolio Holder 'Think Tanks' to become Portfolio Teams. He said that closer, two-way communication between Think Tank councillors and the Cabinet, through Portfolio Holders, would encourage more effective collaboration and understanding. Additional Lead Members have also been appointed, each with an important area of specialist interest. They will now work within a Portfolio team, to further build councillor experience and enhance council resilience, through the sharing of knowledge and skills.
- 4.2 Scrutiny Committee meets approximately 10 times each civic year, and Overview Committee will now meet eight times each year. Both committees are now scheduled to meet six times before the end of the year in April 2019.

5. Options to consider

- 5.1 Scrutiny Committee could review the plans and budgets of two of the public facing services at each of its next three meetings, inviting the respective Portfolio Holders to attend with service leads in support; as follows;

- 6 September – Environmental Health & Car Parks
 - Streetscene
- 4 October - Economy & Regeneration Services
 - Growth Point team
- 22 November – Planning & Planning Policy Service
 - Countryside and Arts

The first meeting in 2019 could then focus on a review of the service plans for Finance, Governance & Licensing and Organisational Development, Transformation and Equalities. The Housing Review Board already has a remit to review the plans and associated budgets for Housing.

- 5.2 The Chairman of Overview Committee has become a member of the Scrutiny Committee following changes to committee membership at Annual Council, so will be able to contribute to the debate about the most appropriate order and manner in which to review the existing service plans in the current year, with a view to influencing future planning more easily and developing a rolling programme throughout 2019 and for future years. If minded to, members of the Overview Committee could attend the presentations by officers given to Scrutiny Committee prior to having separate discussions at their own Committee meetings. This would prevent over burdening officers by their attending and presenting to two sets of meetings, but would possibly constrain the Overview Committee in terms of debate from their specific perspective.
- 5.3 While Overview and Scrutiny committees do not meet on the same day, dates for the forthcoming meetings are in sufficient alignment for them to look at the service plans in the same order, and for their respective outcomes to be collated if required, and subsequently presented to Council and/or Cabinet as appropriate. This would require officers to attend two sets of committee meetings and will inevitably create duplication in the process.
- 5.4 Alternatively, a slightly different approach could be to convene two daytime sessions utilising existing committee dates, such as 6th September and 4th October, for the purpose of two joint sessions to consider the service plans, with both Scrutiny and Overview Committees able to

use their respective meetings in November (22nd and 15th respectively) to debate the issues separately subsequently. In this way officers could support the sessions for members with more time for debate, covering the perspectives of both committees.

5.5 In summary, the options would currently appear to be;

- a) Presentations on existing service plans to Scrutiny committee at their next four meetings (prior February 2019) which could be attended by members of the Overview Committee.
- b) Presentations on existing service plans to both Scrutiny and Overview Committees at their next four meetings (or less number of meetings if realistically achievable).
- c) Presentations on existing service plans to two daytime sessions which could be open to both Scrutiny and Committee members, prior to discussion at their separate scheduled meetings in November.

Options a) and c) reduce the burden on officer time and prevent duplication of effort, whilst b) would require officers to attend two sets of meetings but would respect the differing roles of Scrutiny and Overview.

5.6 In terms of the methodology to be applied to a review of service plans, experience across the country indicates that there are many approaches adopted to suit local circumstances, such as acting as a select committee, having Think Tanks or through less formal mechanisms such as time limited task and finish forums which have been utilised at EDDC. Essentially, effective scrutiny will hold the executive and decision makers to account; monitor decisions affecting local residents and contribute to the formation and/or implementation of policy and service delivery, in line with the guiding principles outlined in 2.1 above, to drive improvement on behalf of the public.

6 Review of budget setting process

6.1 At the meeting of the Budget Working Group (BWG) on 28th June, the objective of having earlier involvement of members so that they can be more informed and have the opportunity for debate well in advance of the meeting in January was agreed by all. However, there were differing views on how to facilitate this taking place. Some of the issues discussed included the following;

- The current Joint Overview & Scrutiny Budget meeting in January is not fit for purpose, as a standalone event
- Effective use of officer time
- Respecting the different roles and perspectives of Overview and Scrutiny committees
- A strong preference to keep the reviews by the two committees separate
- General agreement to reviewing the more public facing service plans by December, and the support service plans in the new year
- Separate information sessions (supported by officers) were suggested, to be scheduled and open to both Scrutiny and Overview committee members, followed by discussion at the two committees subsequently.

6.2 There is a clear and desirable benefit in having full and early member engagement in the budget setting process. This is particularly so given increasing budgetary pressure and the predicted financial position heading into 2020/21 and 2021/22. Discussion during and subsequently to the BWG and elsewhere on the issue of future funding for local councils, has demonstrated the need to consider a re-design of our budget setting process, its alignment to service planning, with a view to helping achieve a balanced budget in 2020/21 and 2021/2022. There is therefore a recommendation to review the budget setting process going forward.

6.3 However any review will need to ensure wider member engagement, take account of delivery of future aspirations, consider good practice elsewhere and involve Members and the Council's Senior Management Team in developing a new process. This is unlikely to be a quick exercise and in any event is one where time should be spent getting it right.

6.4 Ahead of any review there is still strong merit in Members taking the steps this year through reviewing service plans to develop a better shared understanding of the services and service delivery to help with the budget setting for 2019/20 and also to facilitate input into the review.

7 Conclusion

7.1 In conclusion, the principles of earlier member engagement in the budget setting and future service planning process is broadly agreed. That Scrutiny and Overview Committees have a role to play in looking at existing service plans is also agreed and some of the options for doing so with immediate effect are outlined above, with differing implications. That this process should be part of a longer term re-design of budget setting and service planning is recommended but also an item for further discussion.