



Agenda for Scrutiny Committee Thursday, 18th July, 2019, 6.00 pm

Members of Scrutiny Committee

Councillors: A Dent (Chairman), K Bloxham (Vice-Chairman),
T McCollum, K McLauchlan, C Pepper, V Ranger, J Rowland,
E Rylance, J Whibley, M Chapman, I Chubb, B De Saram,
C Gardner, P Jarvis and F King

Venue: Council Chamber, Blackdown House, Honiton

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Tuesday, 9 July 2019

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1 Public speaking

Information on [public speaking](#) is available online

2 Minutes of the previous meeting (Pages 4 - 7)

3 Apologies

4 Declarations of interest

Guidance is available online to Councillors and co-opted members on making
[declarations of interest](#)

5 Matters of urgency

Information on [matters of urgency](#) is available online

6 Confidential/exempt item(s)

To agree any items to be dealt with after the public (including the press) have
been excluded. There are no items which 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 and Scrutiny Procedure Rules

There are no items identified

8 Update on IT issues

At the meeting of the Scrutiny Committee on 6th June, a discussion took place on IT services required by Councillors, particularly in relation to iPads. Following discussions with Strata and the Strategic Management Team, a modification programme was agreed which would be progressed by Councillor Thomas and Councillor Bailey on behalf of the Committee and Councillors generally. Councillor Thomas and the Strata IT Director, Laurence Whitlock, will be present to provide an update on progress, and the development of a Training Strategy for Councillors.

9 Joint Scrutiny and Overview Committee meeting on Service Planning 5 September 2019 (Pages 8 - 50)

On 5 September, a Joint Scrutiny & Overview Committee meeting will take place focussing on Service Plan objectives, as part of the linked processes of Service Planning and Budget Setting at East Devon District Council. The Chairman of the Scrutiny Committee has accordingly invited all Portfolio Holders to attend, with the relevant Strategic/Service Lead officer.

Portfolio Holders and relevant officers will have an opportunity to make a short presentation and answer questions relating to the three top priorities, issues and challenges in the current service Plan Objectives as outlined in the summary which is attached to this agenda.

This will also assist the Scrutiny Committee in understanding the budget allocated to each of the service areas and how the budget deficit might impact service delivery going forward, providing committee members with a focus on the key issues.

At its meeting on Thursday 18th July at 6pm, Committee will be having preparatory discussions in advance of the joint meeting in September.

10 Quarterly Monitoring of Performance - 4th Quarter 2018/19 January - March 2019 (Pages 51 - 101)

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

It is for Members to 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 2018/19 so that issues can be addressed in a timely way.

11 Forward Plan 2019/20 (Pages 102 - 112)

Under the Openness of Local Government Bodies Regulations 2014, any members of the public are now allowed to take photographs, film and audio record the proceedings and report on all public meetings (including on social media). No prior notification is needed but it would be helpful if you could let the democratic services team know you plan to film or record so that any necessary arrangements can be made to provide reasonable facilities for

you to report on meetings. This permission does not extend to private meetings or parts of meetings which are not open to the public. You should take all recording and photography equipment with you if a public meeting moves into a session which is not open to the public.

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

Members of the public exercising their right to speak during Public Question Time will be recorded.

[Decision making and equalities](#)

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EAST DEVON DISTRICT COUNCIL**Minutes of the meeting of Scrutiny Committee held at Council Chamber, Blackdown House, Honiton on 6 June 2019****Attendance list at end of document**

The meeting started at 6.00pm and ended at 8.00pm.

1 Public speaking

There were no members of the public present.

2 Minutes of the previous meeting

The minutes of the Scrutiny Committee held on 7th March were confirmed and signed as a true record. Subject to an amendment that the proposal attributed to Cllr Chapman was actually made by Cllr Eileen Wragg.

3 Declarations of interest

There were no declarations of interest.

4 Matters of urgency

There were no matters of urgency.

5 Confidential/exempt item(s)

There were no items that officers recommended should be dealt with requiring the exclusion of the public or press.

6 Decisions made by Cabinet called in by Members for scrutiny in accordance with the Overview and Scrutiny Procedure Rules

There were no decisions called in.

7 Annual report of the Scrutiny Committee 2018/19

The Annual Report of the Scrutiny Committee 2018/19 was noted.

8 Members iPads - Services Required

Members welcomed Cllr Ian Thomas, Portfolio Holder, Finance who explained the background to the IT project for Councillors which was based around iPads, Modern.Gov and a limited number of Applications. The project had started in 2017/18 and rolled out over the last few months. However, although the hardware was fit for purpose, the software was found to be too restrictive and did not do what members wanted.

Cllr Thomas reported that he had held a meeting with Strata and they had agreed to a significant modification programme which had also been agreed by SMT. He reported

that he would work with Cllr Jess Bailey, Portfolio Holder, Corporate Services on approving these modifications.

It was expected that these would include being able to have Council emails back on mobile phones and other personal devices, moving back to a modified form of Office 365 for Councillors which would mean being able to use calendars and emails on other devices.

Members noted that Strata Service Solutions had appointed a new IT Trainer who would help train all Councillors who needed it, on the new iPads. Cllr Thomas requested that all Councillors provide a paragraph with all the IT requirements that they needed to be able to do their job. He reported that by the beginning of July he and Cllr Jess Bailey would have some significant improvements and would hope to be able roll these out towards the end of July and have a significantly better platform.

It was acknowledged that the system did not need to be as secure as originally configured as 90% of what Councillors needed was widely available in the public domain.

Comments from Councillors included:

- Would Calendars transfer to personal equipment? There was an issue for security of personal calendars.
- Members wanted emails on their personal iPads and iPhones.
- The reintroduction of Office 365 would be a step forward.
- 95% of what Councillor required was included in the comments from Cllr Ian Thomas. Consideration should be given to of setting up a TAFF to contribute to the project and cover the other 5% of issues.
- Need to spend more time with members to establish all the issues.
- What was the cost and lifespan of the devices? It was expected that this would exceed the lifespan of the Council.
- There was still the issue of insurance for the iPads. It was confirmed that that they were not covered under personal household insurance.
- What was the cost of the project so far? The cost was £48,000.
- What problems did Exeter City Council experience when introducing the project and why did we not adopt their system? The first 3 months at Exeter City Council were reported to be very difficult and there had been a number of issues.
- Why was there not a group of Councillors contacted to test the scheme before it evolved? It was acknowledged that this could have been better handled.
- Now that Councillors had gone Paperless/Paperlight, would officers be encouraged to do the same?
- Importance of working towards further reduction the use of paper in the Council was much needed.
- Any training for Councillors had to include the option of one-to-one training.
- Would there be a talking software option as some time? This would be pursued.

Laurence Whitlock, Strata IT Director, reported that since the introduction of new printers Strata had captured who printed the most amongst the Departments. Statistics of usage were being compiled since January. A new IT Trainer had joined recently and was looking at the best ways to train people and producing a training strategy for Councillors.

Some concern was expressed over the need for Councillors to turn around to speak to others behind them at meetings in the Council Chamber. It was noted that the configuration of the Council Chamber would be considered by Cllrs Bond and Bailey.

Councillor Ian Thomas thanked all members for their positive contribution. He reported that there would be a phased programme and properly thought through.

Councillors requirements for IT improvements were as follows:

Essential

Access to emails on personal devices and mobiles.

Diary synchronisation.

Filing systems and contact groups

Printing facilities

Training to be customised to Councillor preference, such as one to one, one to three or group.

Ability to create and manipulate documents.

Desirable

Talking software

Out of office replies

When using the extranet there is a need to log in several times during a session.

Forwarding of sensitive attachments as currently these are blocked.

Taking photos and sending them to Councillors iPad's via air drop

Members were requested to send details of their required improvements to Members IT systems to Cllrs Ian Thomas and Jess Bailey and/or Cllr Dent who would forward the comments.

The issue of establishing a Members IT User Group was discussed and it was acknowledged that this could be useful, but Laurence Whitlock advised that the joint Strata Scrutiny Committee has Members from all three authorities on it so it was felt that this was sufficient.

RESOLVED that the above comments be forwarded to Strata for action.

9 **Forward Plan 2019/20**

Members gave consideration to items for the Forward Plan. The following were proposed:

- Gigaclear and Connecting Devon and Somerset to discuss Broadband.
- South West Water Capacity and its obligations to take on additional volumes.
- Service Plans & Budget
- Use of Plastics
- Council Enforcement Policy with particular regard to planning conditions,
- Police & Crime Commissioner – to discuss modern day slavery, closure of police stations, county lines and deployment of additional police officers

10 **Date of next meeting - To note that at the request of the Chairman the date of the next meeting has been changed to Thursday 18 July 2019 at 6.00pm.**

Attendance List

Councillors present:

A Dent (Chairman)
K Bloxham (Deputy Chair)
T McCollum
K McLauchlan
V Ranger
J Rowland
E Rylance
J Whibley
M Chapman
I Chubb
B De Saram
P Jarvis
F King

Councillors also present (for some or all the meeting)

Kevin Blakey
Colin Brown
Susie Bond
Peter Faithful
Sam Hawkins
Mike Howe
Ben Ingham
Geoff Jung
Dan Ledger
Andrew Moulding
Helen Parr
Ian Thomas

Officers in attendance:

Simon Davey, Strategic Lead - Finance
Laurence Whitlock, Strata IT Director
Anita Williams, Principal Solicitor & Deputy Monitoring Officer
Adrian Smith, Strata Head of Infrastructure and Support
Chris Lane, Democratic Services Officer

Councillor apologies:

C Gardner
C Pepper

Chairman

Date:

<ul style="list-style-type: none"> Develop a further pilot (third stage) in discussion with Active Devon: Wild swimming or Outdoor Club for another town location. 				
3. Wild Exmouth Heritage Lottery Fund year 1 to deliver: <ul style="list-style-type: none"> Deliver 1st year project plan, recruit staff, develop new volunteer group, programme in events, and begin 'pledge for nature' campaign and green space mapping. 	HLF & Countryside budget	Countryside Team Leaders (People)	April 2019	Ongoing
4. Develop new income streams to meet Transformation Strategy objective: <ul style="list-style-type: none"> deliver chainsaw training to outside bodies as LANTRA qualified trainer; Charcoal production to deliver £4000 income. Donations target from Seaton Wetlands to deliver £3000 income 	Countryside budget	Countryside Team Leaders	April 2019	Ongoing
5. Deliver the Sheep's Marsh inter tidal habitat scheme: <ul style="list-style-type: none"> Secures and utilises EA capital funds Creates 62,200 m2 of salt marsh habitat Creates additional 150m metres of public access Delivers new improved habitat for wildlife, increasing visitor interest in the south of the site 	Environment Agency capital funds	Countryside Team Leader (Sites)	March 2019	December 2019
6. High profile exhibitions planned for 2019/20 to deliver budget targets : <ul style="list-style-type: none"> Yes On Paper 23 Feb – 27 April 2019 Artist rooms 2019 Tate Touring Exhibition – in discussion John Hind exhibition 14 sept – 26 October 	THG budget	THG Team	April 2019	Ongoing
7. The delivery of the THG's outreach learning programme with funding from ACE will deliver: <ul style="list-style-type: none"> Application to the Arts Council end of Nov 2018 applying for £49,900 for a 21 month project to deliver: 	THG budget & external funds	THG Team	April 2019	April 2020

<ul style="list-style-type: none"> • Learning Programme with schools and community • A community consultation to create cross-sector social engagement • Part-fund exhibition programme Inc. guest curator • Develop visual impairment accessibility • Combine art, environment and social prescribing 				
<p>8. Delivery of phase 1 of the Honiton Cultural project:</p> <ul style="list-style-type: none"> • Programme of events and activities that showcase EDDC's cultural teams and their offer along with other key local cultural providers; • Carry out community consultation at events to understand what residents would like more of, get involved with and improve with their green spaces; • Launch night anchored on THGs Museums at Night garden party but celebrating Honiton's cultural assets. 	EDDC funds	Countryside, East Devon AONB, Housing, Streetscene & THG teams	May 2019	June 2019
<p>9. Manor Pavilion theatre to improve its customer experience by:</p> <ul style="list-style-type: none"> • Installation of on line ticketing facility • Bid for Sanditon development s106 funds to improve its seating • Secure Summer Season production and achieve target of £300,000 ticket sales (up 3% on 2018) 	EDDC funds & s106 funds	Service Lead & Theatre Manager	April 2019	March 2020
<p>10. Support and facilitate Sport England Local Delivery Pilot programme towards Cranbrook achieving its aims :</p> <ul style="list-style-type: none"> • Work with Move More Cranbrook community group to develop programme of project bids to help support local community sports groups & facilities; • Work with Cranbrook TC to utilise town's green spaces for park runs, active family events, community run events; 	Sport England funds	Service Lead	April 2019	March 2021

<ul style="list-style-type: none"> Working with Led, Cranbrook GPs & RD&E help set a social prescribing initiative with a Health Coach helping to tackle preventable health issues e.g. obesity, diabetes etc. 				
<p>11. Continue implementation of EDDC's Green Space Plan working with Streetscene, Housing & Planning:</p> <ul style="list-style-type: none"> Complete green space site assessment & CABE evaluation checklist to deliver hierarchy of sites; Present hierarchy list to AMF for recommendations on future funding, disposal or alternative use; Start work on establishing the ecosystems value of our green spaces to understand their economic value to east devon Develop Nature Recovery Network approach to targeted green spaces and communities 	EDDC budget	Countryside, Streetscene, Housing, Development Management	April 2019	Ongoing

Environmental Health & Car Parks Service

Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging our communities to be outstanding				
We will help more people to be healthy and stay healthy. To do this, we will adopt appropriate activities to share health messages. This work will include:	Existing budgets / external funding	HW	April 19	March 20

<ul style="list-style-type: none"> • Embracing technology and tweeting at least one health-related message each week. • Maintaining our public health web site, identifying and creating timely and appropriate material and managing links to put the spotlight on and explain topical issues with at least quarterly reviews. 				
<p>We will identify, research and evaluate national and/or regional public health initiatives and programmes suitable for our population.</p> <p>We will work with partners and support a minimum of three campaigns this year. The topics have not as yet been finalised but will be timely and relevant. At this stage it seems likely that they would include one or more of the following:</p> <ul style="list-style-type: none"> • Sugar Smart • Smokefree Devon Alliance • Devon Healthy Weight Declaration. 	Existing budgets / external funding	HW	April 19	March 20
<p>We will enhance self-care and support community resilience by supporting East Devon's communities and residents in making it a healthier place. To do this we will provide support to the WEB [Woodbury, Exmouth, Budleigh] Community Health & Wellbeing Board. This will include attending and contributing to Board meetings and providing regular briefings on relevant issues for EDDC Members who sit on that Board.</p>	Existing budgets	HW	April 19	March 20
<p>2) Developing an outstanding local economy</p>				
<p>We will support East Devon's communities in making it a healthier place, by continuing to develop our relationship with businesses by offering them a range of training events designed to support and encourage regulatory compliance. We will offer a minimum of four training events to include:</p>	Income potential	ALF JH	April 2019	March 2020

improving your food hygiene rating score; allergens awareness, pest control awareness, basic food hygiene and some basic workplace health and safety modules. This will not only make businesses more resilient but also assists in protecting the health of our communities and the wellbeing of the workforce of that business.				
We will offer attendance at a training event to broadly compliant food business operators as an alternative intervention during 2019 instead of carrying out a full routine inspection where officers are of the opinion that a full inspection is unnecessary and that their time would be better utilised in providing training and sharing good practice guidelines with larger groups of food business operators.	Income potential, re-focus enforcement resource on less compliant business operators	ALF JH	April 2019	March 2020
We will run a campaign to actively encourage targeted food business operators to engage with us to consider the value of forming primary authority relationships with East Devon District Council. The Council would formally become their principal source of paid for regulatory compliance and good practice advice.	Income potential	ALF	April 2019	March 2020
We will offer an extension of the Exmouth overnight campervan and motorhome pilot to include Beer Cliff Top car park in 2019/20	Income potential	AE	April 2019	March 2020
4) Continuously improving to be an outstanding Council				
We will encourage officers, Councillors and partners to help determine what is important to people who work with our Environmental Health teams. We will use customer feedback as our principal measure to understand more about the outcomes of our interventions. We will also actively encourage feedback from other stakeholders including food business operators, licensees and	Information to input into further systems thinking reviews leading	CH	April 2019	March 2020

<p>developers whose businesses we regulate to better understand what matters to them. We will aim to obtain feedback from 10% of service users this year.</p>	ultimately to efficiency savings			
<p>We will carry out a public consultation exercise on our car parking fees and charges. Most of those charges have not been increased since 2010 and we will test public response to proposals to increase the charges in some of our car parks where we know spaces are now hard to find because demand exceeds supply there. Some of our car parks have a charging tariff only between 08:00 and 18:00 daily whilst others charge 24 hours per day. We will also explore the feasibility of introducing more regular evening enforcement patrols of car parks and propose the introduction of 24 hour charging in ALL car parks to ensure fairness and to cover the cost of additional patrols.</p>	Income potential	JC	April 2019	March 2020
<p>We will develop our car parks portfolio during 2019/20 by:</p> <ul style="list-style-type: none"> Increasing the capacity of Manor Road car park in Sidmouth Increasing the capacity of the Ham car parks in Sidmouth Increasing the capacity of Coombe Lane Car Park in Axminster Working with Lypstone Parish Council to identify additional car parking capacity within the village 	Income potential	AE/JC	July 2019	March 2020
<p>We will consult widely on how our customers would like us to manage the following car parks from 2020:</p> <ul style="list-style-type: none"> • The Green (Victory Hall) car park in Broadclyst • School Lane car park in Newton Poppleford • Manor Farm Estate Yard car park in Sidbury • Temple Street car park in Sidmouth • Jarvis Close car park in Exmouth • Upper Station car park in Budleigh Salterton 	Existing budgets	AE/JC	July 2019	March 2020

<ul style="list-style-type: none"> • Brook Road car park in Budleigh Salterton • Church Street car park in Sidford • Coach Park in Seaton • Town Hall in Seaton • Cliff Top, Beer 				
<p>We will work with partners including NHS Property Services, the CCG and Devon County Council to review the way in which our Blackmore Gardens car park is currently managed and make any appropriate recommendations to Members for a new management regime going forward.</p>	Income potential	AE/JC	April 2019	March 2020
<p>To ensure the good health of our residents we will review our policy of taking, analysing and reporting on food samples for food businesses. Whilst we will retain the freedom to take samples in connection with our statutory enforcement function, we believe that there will also be opportunities to provide fee-earning professional services to business where there is a clear duty placed on them to take samples in order to demonstrate compliance with legislation and good practice.</p>	Income potential	ALF	April 2019	March 2020
<p>We will continue to review developing trends in the parking industry including (automatic number plate recognition (ANPR) based management solutions and continue to introduce improvements through technology where that is appropriate and proportionate. We will continue with our programme of ticket machine replacement introducing the contactless card payment option into more car parks this year.</p>	Existing budgets	AE/JC	April 2019	March 2020
<p>We will provide car park management services to Honiton Town Council in their Beehive car park on Dowell Street in the town from April 2019 subject to completion of a formal service level agreement.</p>	Income potential	AE/JC	April 2019	No end date

We will help more people to be healthy and stay healthy. To do this we will promote and use the new PH Strategic Plan 2019-23 to identify the value of public health work to other teams and members and to inspire suitable programmes across the Council by prioritising direction to Council service plans.	Existing budgets	HW / AE	April 19	March 20
We will liaise with services, then write and publish East Devon's Public Health Implementation Plan 2020/21. This will be based upon the PH Strategic Plan and state our actions planned to help make a positive difference to everyone's physical health and mental wellbeing across East Devon. We will work with teams to help identify suitable SMART activities for service plans.	Existing budgets	HW / AE	August 19	December 19
We will coordinate and facilitate a public health steering group of Council managers and officers who will monitor progress by each service against their SMART objectives annually.	Existing budgets	HW / AE	2 or 3 times per year	

Finance Service

Key Service Objectives (please include consultation or procurement activity required)	Financial/ corporate resource	Lead Officers	Start date	End date
<i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>				
1) Encouraging our communities to be outstanding				
Develop and seek Council approval for a 'banded discount scheme' for council tax support to be implemented in 2020/21.	A Reserve has been set aside from New Burdens Funding of	Revenue & Benefits Service Lead	Apr 2019	Jan 2020

	£200k which can be used to design and implements a new scheme			
2) Developing an outstanding local economy				
New Procurement Strategy to adopted by Council	Existing funding and resources will be directed to this area	Strategic Lead Finance	Started	Aug 2019
Implement the additional rate relief measures that were announced in the Autumn Budget for 2019/20 : <ul style="list-style-type: none"> • Retail Relief Scheme – will need to adopt a local scheme • Public Toilet Rate Relief • Extension to the Newspaper Rate Relief 	Existing funding and resources will be directed to this area	Service Lead – Revenues, Benefits & Corporate Fraud	Jan 2018	April 2019
3) Delivering and promoting our outstanding environment				
Implement the long term empty homes premium council tax charges -	Existing funding and resources will be directed to this area	Service Lead – Revenues & Benefits	April 2019	Over year implementation period
4) Continuously improving to be an outstanding council				
Prepare and present a business case to seek approval for the implementation of “Netcall Solution” an automatic switchboard.	£48k software costs and £6k annual licence – business case to determine the	Strategic Lead Finance	Apr 2019	Apr 2020 (subject to

	level if savings that could be generated			business case approval and allocation of Strata resources)
The Transformation Strategy and Financial Plan have been adopted for 2019 – 2029, savings targets have been identified for 2020/21 – clear actions need to be agreed to deliver these savings: Detail plans to be presented to Cabinet for approval by the New Council.	To be delivered within existing resources	Strategic Lead Finance	Started	Sept 2019
Prepare 2018/19 Accounts to an appropriate standard that requires no additional audit days and receives an unqualified opinion. Accounts to be completed by end of May 2019.	To be delivered within existing resources	Financial Services Manager	Started	May 2019
Prepare report for SMT and Cabinet on the implications and proposals of Land Registry managing property searches – carried forward from previous Plan as roll out delayed	To be delivered within existing resources	Economy Practices Manager	Apr 2019	Sept 2019
Encourage customers to use online services to release capacity in teams to deal with other demands (clear measures to be agreed – use of “call logger” to capture base data).	To be delivered within existing resources	Revenues & Benefits Service Lead	Started	March 2020

		& Customer Service Centre Manager		
Present Draft Strata Business Plan to Joint Executive Committee for approval and then adoption by Council	To be delivered within existing resources	Strategic Lead Finance (Strata Board)	Started	Adoption Feb 2019; implementation 2019/20
A review and rewrite of the HRA Business Plan – Finance will be required to deliver the financial aspects of this Plan	To be delivered within existing resources	Financial Services Manager	Apr 2019	Sept 2019
Fraud & Compliance Initiatives (Income optimisation) – identify £100,000 additional income to the Council by 2020/21. Significant amount of this work will need to be undertaken during 2019/20. This work is linked to our Corporate Fraud and Compliance Strategy.	To be delivered within existing resources	Service Lead – Revenues, Benefits & Corporate Fraud & Compliance	April 2019	2020/21
The implementation of e-billing has now been prioritised for Council Tax & Business in addition to existing Portable but to give customers the ability to have bill emailed as an attachment	To be delivered within existing resources	Service Lead – Revenues, Benefits & Corporate Fraud & Compliance	Started – but with Strata for resource allocation	Subject to Strata

Governance & Licensing

Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging our communities to be outstanding				
Continue to secure affordable housing (and other planning benefit) through planning and property transactions.	Service budget	HGL / AW	Started	Ongoing
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.	Service budget	HGL / AW	Started	Ongoing
Support the Strategic Planning Committee in ensuring appropriate strategic policy direction and delivery of CIL regime.	Service budget	HGL / AW	Started	Ongoing
Deliver licences and consents in accordance with the revised Licensing and Gambling Policies and enforce where necessary.	Service budget	HGL / Licensing	Started	Ongoing
Advise on legal strategy / implementation of major projects (including regeneration) and related processes (internal with external resource where required).	Service budget	HGL / Legal Team	Started	Ongoing
Preparation of the Sex Establishment Venue Policy	Service budget	HGL / SS	April 2019	Summer 2019
Revising the Cemetery Regulations to ensure an updated and fit for purpose regime for burials.	Service budget	HGL / SS	Started	Autumn
2) Developing an outstanding local economy				

Introduction of compulsory safeguarding requirement for taxi drivers prior to getting a licence.	Service budget	HGL / SS	Started	Summer 2019
Ensure appropriate consenting of street trading activities including a review of charging arrangements.	Service budget	HGL / SS	Spring 2019	Autumn 2019
Completion of review of taxi fares.	Service budget	HGL / SS	Started	May 2019
3) Delivering and promoting our outstanding environment				
Continued support to the Joint Habitats Committee (with Exeter and Teignbridge)	Service budget	HGL	Started	Ongoing
4) Continuously improving to be an outstanding council				
Reduce FOI requests (non-land charges related) by carrying through the Council's stated transparency aims.	Service budget	HGL	Started	Ongoing
Ensure all FOI requests / complaints are responded to within stipulated timescales but with aim of responding significantly quicker on average.	Service budget	HGL	Started	Ongoing
Continue to provide governance and legal advice (especially in relation to new corporate projects and existing major projects) to ensure effective corporate decision making	Service budget	HGL / Legal Team	Started	Ongoing
Provision of strategic legal advice on policy implementation at senior officer / Cabinet briefing level including inputting into and commenting on reports as appropriate.	Service budget	HGL / Legal Team / SH	Started	Ongoing
Continue to progress the Council's transformation & mobile working strategies across the service (including use of mobile devices where appropriate).	Service budget	HGL / AW / SH / Licensing Manager	Started	Ongoing

Provision of strategic legal advice on policy implementation at senior officer / Cabinet briefing level including inputting into and commenting on reports as appropriate.	Service budget	HGL / Legal Team / SH	Started	Ongoing
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.	Service budget	HGL / Service managers	Started	Summer 2018
To continue to promote local democracy through engagement with local councils and schools and organising further events beyond Speed Dating and Take Over Day	Service budget	SH / Democratic Services	Started	March 2020
To service any changes to the committee structure as agreed by Council from both legal and democratic services perspectives.	Service budget	HGL / SH / Democratic Services	Started	Ongoing
Review the number of Licensing pages on the website	Service budget	Licensing Manager	May 2019	December 2019
Continue to develop and progress Member development programme	Service budget	SH / Democratic Services	Started	Ongoing
Continued support to Estates function / AMF in preparation of a Commercial Investment strategy to assist increasing income together with improving / maximising income from existing assets.	Service budget	HGL / AW	Started	Ongoing

Growth Point Team

Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging our communities to be outstanding				
Support for Healthy New Towns and Sport England pilot status and delivery of further community infrastructure to support the Cranbrook new community including developing the concept of a Health and Wellbeing Hub	Cranbrook Team	Andy Wood	April 2019	March 2020
Develop a business case for investment in key facilities in Cranbrook to help bring forward a vibrant town centre	Enterprise Zone/ Cranbrook Team	Naomi Harnett	April 2019	September 2020
2) Developing an outstanding local economy				
Deliver the Enterprise Zone programme including; <ul style="list-style-type: none"> • Delivering the first set of projects • Promoting the EZ including signage and a new web site • Securing wider investment to bring forward new commercial space and jobs 	Enterprise Zone	Naomi Harnett	April 2019	March 2020
Develop and implement a Delivery and Investment Team proposal; <ul style="list-style-type: none"> • Identify and overcome barriers to delivery • Bring forward investable propositions • Access third party funding 	Economy	Andy Wood	April 2019	September 2020
3) Delivering and promoting our outstanding environment				

Continued delivery of the Green Infrastructure Strategy for the Growth Point area; <ul style="list-style-type: none"> Bring forward and deliver the first stretches of the Clyst Valley Trail 	Growth Point	Simon Bates	April 2019	March 2020
Delivery the Great Tree programme working with key partners through to project close	Growth Point	Simon Bates	April 2019	September 2020
Deliver the South East Devon Habitat Mitigation Strategy; <ul style="list-style-type: none"> Support quarterly meetings of the Habitat Regulations Executive Committee Implement on site and off sites measures Provide an annual monitoring report 	ECC/TDC	Neil Harris	April 2019	March 2020
4) Continuously improving to be an outstanding council				
Support the development of the Greater Exeter Strategic Plan, ensuring that an effective delivery model for new strategic sites is embedded at the earliest opportunity and support is secured from Government	DCC/ECC/MDDC/TDC	Andy Wood	April 2019	March 2020
Bring forward proposals to constitute the Greater Exeter Growth and Development Board as a formal joint committee; <ul style="list-style-type: none"> Ensure Terms of Reference are agreed Support Board meetings 	DCC/ECC/MDDC/TDC	Andy Wood	April 2019	March 2020
Develop a prospectus of potential investments to support the growth of the Greater Exeter area; <ul style="list-style-type: none"> Engage with Government Departments to progress negotiations Influence key partners including the Heart of the South West LEP to ensure that the potential of the area is both recognised and realised. 	Economy	Andy Wood	April 2019	September 2020

Raise the profile of the area by ensuring that key achievements are clearly communicated, the Enterprise Zone is promoted and potential awards are applied for.	Comms	Anne Mountjoy	April 2019	March 2020
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Housing

Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging our communities to be outstanding				
Produce a new Housing Strategy focusing on how we will deliver our services from 2020-2024.	Housing Revenue Account and General fund	Housing Service Lead	April 2019	March 2020
Following the refresh of the HRA business plan, we will review our approach to delivering affordable housing. We will consider new build development that focuses on providing homes for 1 bedroom households recognising that these make up over 60% of East Devon's housing need. Subject to all necessary permissions we will explore modular housing opportunities and seek to progress our first scheme.	Housing Revenue Account	Housing Service Lead and Housing Needs and Strategy Manager	April 2019	March 2020

<p>Publish and promote the Homelessness strategy focusing on 4 key priorities;</p> <ul style="list-style-type: none"> ➤ Increasing prevention initiatives ➤ Minimising rough sleeping ➤ Improving health and wellbeing ➤ Increasing accommodation options <p>Create a working group that will meet 6 monthly to review progress being made in relation to the objectives in the homeless strategy.</p> <p>Report to the Housing Review Board and Cabinet on progress.</p>	General Fund	Housing Service Lead and Housing Needs and Strategy Manager	April 2019	September 2019
<p>Review applications on the Housing register to ensure we have a realistic view of current demand. Present a report to the Housing Review Board outlining changes to the waiting list as a result of the review.</p>	Housing Revenue Account	Housing Needs and Strategy Manager	April 2019	March 2020
<p>We will review the outcomes and progress being made in relation to the 2013 garage management task and finish forum. We will consider redevelopment options of the sites that are not fit for purpose with a view to considering providing more affordable housing.</p> <p>Reduce the number of empty garages that are considered lettable in order to increase income.</p>	Housing Revenue Account	Housing Needs and Strategy Manager	April 2019	December 2019
<p>Complete the second year of <i>your home, your wellbeing project</i>.</p> <p>Publicise and Promote the first year's results of the project by;</p> <ul style="list-style-type: none"> ➤ Networking with national housing bodies to publicise the results nationally ➤ Brief Members, key stakeholders and staff across the Council ➤ Communicate the results to our own tenants ➤ Link the project into the corporate Public Health Strategy 	Housing Revenue Account	Housing Needs and Strategy Manager	April 2019	December 2019

<p>➤ Use case study examples as awareness raising of the importance and role of the housing service.</p>				
<p>Continue to support our purpose to match the right person to the right home by assisting at least 30 households to downsize.</p>	Housing Revenue Account	Housing Needs and Strategy Manager	April 2019	March 2020
<p>Deliver a strength based community development project at St Pauls in Honiton, measuring the wellbeing and health of tenants at the start and at the end of the project in order to track impact. The overall objective is to evidence better wellbeing of tenants involved in the project.</p>	Housing Revenue Account	Landlord Services Manager	April 2019	March 2020
<p>As part of continued focus on the Littleham Estate in Exmouth (nationally recognised as an area of deprivation) Conduct a review of the Littleham Together Project, capturing progress since the start of 2018 with a view to measuring the value of community development work that has been undertaken in this area.</p> <p>Work in partnership with our new contractors to deliver all social value objectives as set out in the new contract.</p>	Housing Revenue Account	Landlord Services Manager and Property and Asset Manager	April 2019	March 2020
<p>Create a Mental Health Strategy for Housing in order to capture the increasing impact mental health is having on our tenants to ensure our teams have the right toolkits to manage.</p> <p>The strategy will explore and build upon current ways the housing service is managing mental health with the objective of ensuring this is embedded in our day to day service delivery.</p>	Housing Revenue Account	Housing Service Lead Landlord Services Manager	April 2019	September 2019

<p>Deliver 30 events in partnership with HALFF charity (changing lives through food) promoting healthy eating and cooking.</p>	Housing Revenue Account	Landlord Services Manager	April 2019	March 2020
<p>Refresh the resident involvement strategy to ensure a focus on equality and diversity that encourages tenants from a wide range of diverse backgrounds to become involved with the housing service.</p> <p>Consult with all key stakeholders and launch the strategy at the 2019 tenant conference</p>	Housing Revenue Account	Landlord Services	April 2019	December 2019
<p>Continue to promote and address social isolation and loneliness amongst our residents ensuring tenants in every area of the district have at least an annual opportunity to participate in a project nearby where they live.</p>	Housing Revenue Account	Landlord Services Manager	April 2019	March 2020
<p>Prepare and commence the start of the Integrated Asset Management Contract (IAMC) ensuring a smooth transition from the current contracting arrangements to ensure minimal disruption to residents.</p> <p>Achieve all actions and subsequent deadlines as set out through the final IAMC mobilisation plan.</p> <p>To include;</p> <ul style="list-style-type: none"> ➤ An innovative communications strategy maximising resident engagement opportunities ➤ Embedding an outstanding approach to communication, embracing co-location and all joint working initiatives ➤ Supporting the property and asset team through the changes to day to day working practices. ➤ Measure success of performance monthly against agreed KPIs ➤ Achieve higher customer satisfaction then currently exists (82%) 	Housing Revenue Account	Housing Service Lead and Property And Asset Manager	April 2019	January 2020

We will hold a contractors Safeguarding conference to promote our 'eyes and ears campaign' that encourages contractors to report any safeguarding concerns.	Housing Revenue Account	Property and Asset Manager and Landlord Services Manager	April 2019	January 2020
We will publish our Fire Risk Assessments for communal blocks of flats on our website encouraging tenant's awareness of fire safety issues.	Housing Revenue Account	Property and Asset Manager	April 2019	September 2019
Develop a strategy for pro-actively targeting Houses in Multiple Occupation (HMO's) landlords in East Devon. Implement the strategy with a view to considerably increasing the number of licenses held. Review the strategy after 6 months to track progress and measure outcomes.	General Fund	Private Sector Housing Manager	April 2019	March 2020
Pro-actively raise our profile with local landlords by attending local landlord forums and directly engaging with managing agents to encourage standards to be raised which in turn will improve the living conditions of people residing in the private sector. Develop a property agents/landlords rating scheme.	General Fund	Private Sector Housing Manager	April 2019	March 2020
Explore the opportunities for using the better care fund for the provision of an additional resource to ensure we are maximising our ability to spend our allocation of the funding.	General Fund	Private Sector Housing Manager	April 2019	September 2019
2) Developing an outstanding local economy				

<p>Following the outcomes of a viability assessment on the Home Safeguard Service, update and refresh the marketing strategy with a view to undertake an intense marketing campaign to increase income by at least 10%.</p> <p>Upgrade the Home Safeguard systems and relocate the Home Safeguard service into Exmouth Town Hall</p>	General Fund	Landlord Services Manager	April 2019	March 2020
<p>Capture and promote a real-life case study from a tenant that has directly benefited from our community development service as a way of raising awareness and promoting the service amongst key stakeholders, tenants and Members.</p>	Housing Revenue Account	Landlord Services Manager	April 2019	July 2019
<p>Supporting local businesses through spending locally, where procurement rules permit.</p>	Housing Revenue Account and General Fund.	Housing Leadership Team	April 2019	March 2020
3) Delivering and promoting our outstanding environment				
<p>Review the energy efficiency provision of the passivhaus shared house project in Exmouth and report back to the Housing Review Board on the findings.</p> <p>Deliver the next air source heat pump scheme as part of progress towards eliminating fuel poverty amongst tenants.</p>	Housing Revenue Account	Property and Asset Manager	April 2019	March 2020
<p>Develop a social media campaign raising the profile of energy efficiency measures and carbon awareness amongst our communities. This should capture all housing tenures and should actively promote services such as LEAP and Cosy Devon.</p>	Housing Revenue Account and General Fund	Housing Leadership Team	April 2019	March 2020

Develop a good practice toolkit/policy for contractors who are engaged through delivery of adaptations in the private sector outlining our expectations in relation to environmental factors and standards we expect to be achieved.	General Fund	Private Sector Housing Manager	April 2019	March 2020
Encourage and promote use of the community orchards and encourage greater ownership and management from the surrounding communities. Work with Countryside and Streetscene to promote and support the development of nature recovery networks building on the benefits from a health and wellbeing perspective.	Housing Revenue Account	Landlord Services Manager	April 2019	March 2020
4) Continuously improving to be an outstanding council				
Carry out a project to measure and survey how our community development team add value to external agencies and local organisations working across the district.	Housing Revenue Account	Landlord Services Manager	April 2019	September 2019
We will undertake a stock condition survey in order to refresh our Asset management plan, 30 year business plan and drive our next 5 year improvement aspirations to council stock.	Housing Revenue Account	Property and Asset Manager	April 2019	March 2020
We will carry out a feasibility study to explore the opportunity of a handyperson assistance service in the private sector as a new way of generating additional income for the Council.	General Fund	Private Sector Housing Manager Landlord Services Manager	April 2019	March 2020

		Property and Asset Manager		
We will review and update the Housing Revenue Account Business Plan	Housing Revenue Account	Housing Service Lead	April 2019	September 2019
On release of the Open Housing tenant portal, we will promote the digital agenda by holding tenant portal workshops monthly to encourage, support and assist tenants to access our services online.	Housing Revenue Account	Landlord Services Manager	April 2019	March 2020

Organisational Development & Transformation

Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/corporate resource	Lead Officers	Start date	End date
4) Continuously improving to be an outstanding council				
Work with the Leader, Deputy Leader, Cllrs and officers to refresh the Council Plan/Strategy to reflect the ambitions of the new Council and ensure this is delivered in an engaging, online and accessible format. This will include the Government's Green agenda as an underpinning principle.	Existing funding and resources will be directed to this area	Karen Jenkins	May 2019	July 2019
Implement Learning Management System to improve our ability to record and monitor all learning and development activity including both corporate and Health and Safety training.	Existing funding and resources will	Karen Jenkins	Awaiting confirmati	

	be directed to this area		on from Strata	
Develop a project plan and implement new job site for EDDC including additional content to create a digital site aimed at improving the experience of our applicants.	Existing funding and resources will be directed to this.	Karen Jenkins Sarah Vincent Richard Amofa Strata Service Solutions	January 2019	April 2019
Implement Firmstep digital platform in line with the agreed project plan and top 10 areas of highest demand for online services.	Existing funding and resources will be directed to this area	Karen Jenkins Richard Amofa Strata Service Solutions	April 2019	April 2020 and ongoing
Undertake a complete review of the content pages of the website to ensure these adhere to key principles of simplicity, clarity and accessibility	Existing funding and resources will	Richard Amofa	April 2019	April 2020 and ongoing

	be directed to this area			
Revise and update the Council's Business Continuity Plan and develop service specific Business Continuity Plans for all services.	Existing funding and resources will be directed to this area	Karen Jenkins	February 2019	April 2019
Reduce short and medium term absence to an average of 8.5 days or below.	Existing funding and resources will be directed to this.	HR Business Partners	April 2019	April 2020
Raise awareness of Crowdfunding through a specific event and ongoing publicity and implement this in East Devon.	Existing funding and resources will be directed to this.	Jamie Buckley	April 2019	Ongoing
Roll out of ITrent mobile app in support of WorkSmart.	Existing funding and resources will be directed to this.	Terry Wilson		
Work with Investor in People assessor and the Strategic Management Team to ensure that EDDC works effectively towards Platinum level accreditation.	Existing funding and resources will	Karen Jenkins	April 2019	April 2020

	be directed to this.			
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Planning Service

Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging our communities to be outstanding				
Continue to engage and support communities in Neighbourhood Planning activities.	Planning Policy Team	Planning Policy Manager	On-going	On-going
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.	All teams	All Managers	On-going	On-going
Complete the Cranbrook plan and adopt it as a DPD to guide the next phases of development at the new community and ensure that it delivers the health and wellbeing outcomes promoted through the healthy new towns programme.	Planning Policy and Development Management Teams	Planning Policy Manager and Development Manager	On-going	On-going
To continue to engage with communities on the spend of S106 and CIL monies on infrastructure in their area through the participatory budgeting process and	Development Management	Development Manager	On-going	On-going

set up a public facing portal on our web site to enable the public town and parish council to access information via self service.				
To continue to work to identify appropriate sites for the provision of Gypsy and Traveller pitches to meet the needs of this group within the community.	Planning Policy	Planning Policy Manager	Started	On-going
To write and adopt an affordable housing SPD to detail our expectations for the delivery of affordable housing.	Planning Policy	Planning Policy Manager	2018	Spring 2019
2) Developing an outstanding local economy				
To work with the Cranbrook Consortium of developers to promote and enable the development of Cranbrook Town Centre in a way that secures a sustainable economy within the town and meets the communities needs.	Development Management	Development Manager	On-going	On-going
To engage with small and medium size builders, self and custom build organisations and other bodies involved in the delivery of housing to understand how we can diversify the organisations delivering new homes in the district and in so doing increase delivery rates and deliver a better range and quality of housing that better meets the needs of the district.	Planning Policy Team	Planning Policy Manager	Spring 2019	End 2019
3) Delivering and promoting our outstanding environment				
To adopt the heritage strategy and progress the actions within the strategy including a local heritage list	Planning Policy Team	Planning Policy Manager	Started	On-going
To produce a District Design Guide to improve the quality of new buildings and places to enable the development of places that work for their users and encourage good health and wellbeing outcomes through good design.	Planning Policy and Development Management Teams	Planning Policy Manager and Development Manager	Started	Mid 2019

To provide a responsive and pro-active dangerous structures service to ensure that action is taken against any dangerous structures in a timely manner.	Building Control	Building Control Manager	On-going	On-going
To work with the Countryside Team to ensure that trees in the district are appropriately protected and where appropriate action is taken against those undertaking unauthorised and harmful works to protected trees.	Development Management	Development Manager	On-going	On-going
4) Continuously improving to be an outstanding council				
To work on a review of the Local Plan including gathering evidence and considering issues such as diversification of the housing market, minimum space standards, the deliverability and viability of sites etc.	Planning Policy	Planning Policy Manager	On-going	On-going
Improve service provision through increased mobile working and greater use of mobile devices including introducing the i-dox document management system and mobile working apps in Development Management and Building Control teams.	All teams	All managers	On-going	On-going
Continue to work in partnership with our neighbouring authorities within the Greater Exeter area on a Strategic Plan for the area and looking at joint ways of funding and delivering infrastructure within the area.	Planning Policy	Planning Policy Manager	On-going	On-going
To continue to work to increase the Council's market share in building control plan checking and inspections.	Building Control	Building Control Manager	On-going	On-going
Review the fee charging structure and hourly rate charged by Building Control to ensure that it accurately reflects the costs of the service while remaining competitive within the market place.	Building Control	Building Control Manager	Started	Spring 2019

To review our CIL charging schedule to ensure income from CIL towards the delivery of infrastructure is maximised without making developments unviable.	Planning Policy	Planning Policy Manager	Started	Summer 2019
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Property & Estates

Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging our communities to be outstanding				
Review of basis for lettings to sports and activity clubs ensuring tenure arrangements exist which promote self Sustainability. To conclude in formal adoption of new arrangements.	Existing budgets	Tim Child/ Rob Harrison	April 19	31/03/2020
Manage the Beer Parish Council asset devolution pilot scheme proposals. To conclude in transfer of agreed assets to Beer Parish Council.	Existing budgets	Tim Child	April 19	31/05/2019
2) Developing an outstanding local economy				
Full project appraisal and business case to either a) Deliver new workshop units at Colyford Road, Seaton & Fosseyway, Seaton, or b) use of land for alternative proposals. Agreement by Cabinet of proposals.	Existing budgets	Colin Whitehead	April 19	31/07/2019
Seaton Moridunum – Agree strategy for future of this site. Either dispose or retain but either way ensuring that asset contributes to enhancement of seafront. Agreement by Cabinet of proposal.	Existing budgets	Tim Child	April 19	31/05/2019
4) Continuously improving to be an outstanding council				

Commercial Property Income Generation – secure investment to generate £450,000 per annum net income as per transformation strategy. £50,000 in 2019/20 and preparation for £300,000 further income in 2020/21.	Existing budgets	Tim Child	April 19	31/03/2020
Successful delivery of current One Public Estate projects in Axminster and Exmouth – review of assets, synergies and scoping of opportunities.	Existing budgets	Tim Child	April 19	30/06/2019
Increase rent roll from let property at rent review by £15,000 (from base of 01/04/2019) through adopting an increasingly commercial approach to the management of the portfolio. This links to a Transformation Strategy objective.	Existing budgets	Rob Harrison	April 19	31/03/2020
Deliver 5% increase in total rent roll from let property (from base of 01/04/2019) through adopting an increasingly commercial approach to the management of the portfolio.	Existing budgets	Rob Harrison	April 19	31/03/2020
Capture future investment requirements in all General Fund buildings.	Existing budgets	Colin Whitehead	April 19	30/06/2019
Assess the financial and non-financial performance of all non-dwelling assets. Financial modelling will be by way of Net Present Value and non-financial modelling will consider the contribution towards social, economic or environmental wellbeing of a community. Further more detailed modelling will be required for certain asset types but this objective will inform decision making to support the Council’s Transformation Strategy objective around generating revenue savings through reviewing assets of £200,000 in 2020/21, £100,000 in 2021/22, £75,000 in 2022/23 and £75,000 in 2023/24.	Existing budgets	Tim Child	April 19	31/08/2019
Review of Landlord Health & Safety compliance across entire General Fund property portfolio. Address non-compliance if necessary.	Existing budgets	Colin Whitehead	April 19	30/08/2019
Targeted review of Business Rates liabilities on asset portfolio. Appealing of Business Rates where savings are envisaged.	Existing budgets	Rob Harrison	April 19	31/03/2020

Remodelling of East Devon Business Centre to maximise lettable space and income. Generate £10,000 rental increase. Linked to Transformation Strategy objective.	Existing budgets	Rob Harrison	April 19	30/06/2019
Review of PV array on Council assets. Linked to Transformation Strategy objective.	Existing budgets	Colin Whitehead	April 19	31/08/2019
Develop Successes Newsletter which can be issued quarterly to all Councillors.	Existing budgets	Rob Harrison	April 19	30/06/2019

Regeneration & Economy

Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/corporate resource	Lead Officers	Start date	End date
2) Developing an outstanding local economy				
Continue to progress the Queen's Drive redevelopment opportunity in Exmouth. Complete phase 1 , road and car park. Facilitate for Grenadier Estates to commence work on phase 2 , the Watersports centre. Take forward the findings of the HemmingwayDesign visioning exercise through to a commercially viable and deliverable new development for phase 3 . Build on the success of Queen's Drive Space, temporary uses offer and provide a similar range of offer. Ensuring that the participants involved in Queen's Drive Space are required to deliver products and services to the highest environmentally sustainable standards.	Regeneration	A Hayward	04/2019	03/2020
Continue to work with colleagues in Planning and Property Services to support efforts in Axminster to bring forward renewal of vacant town centre sites or underdeveloped sites.	Regeneration	A Hayward	04/2019	03/2020

<p>The former Drill Hall, Sidmouth. Following the marketing process, to secure a disposal of this site to a third party that will deliver an attractive and viable new offer for visitors and residents to this part of Sidmouth.</p>	Regeneration	A Hayward	04/2019	03/2020
<p>Continue to promote the delivery of workspace for local micro and SME businesses. This will continue through planning support but also focussing on the Cloakham Lawns site in Axminster. Economic Development will lead a project to unlock this site for development, engaging appropriate partners, completing a feasibility study, collating evidence of workspace demand and making the case for investment to deliver workspace on the site.</p>	Economic Development	R Murray	04/2018	03/2019
<p>Business Support & Transformation:</p> <p>Advice and assistance to new and growing businesses through the Growth Support Programme (GSP) with a particular focus on new start businesses and productivity.</p> <p>Managing the delivery of business networking and advice events.</p>	Economic Development	R Murray	04/2019	03/2020
<p>Deliver Gate to Plate 2 in Honiton:</p> <p>Providing another opportunity for local food and crafts traders to showcase the best of East Devon in a one day street festival. Ensuring that the participants involved are required to deliver products and services to the highest environmentally sustainable standards.</p>	Economic Development	R Murray	04/2019	03/2020
<p>Support to the Greater Exeter Strategic Plan (GESP)</p> <p>We will provide direct support the development of strategic policy to grow our priority sectors and improve engagement with the Business, Digital Connectivity and Productivity Focus Group. We will inform the case for a proposed Digital Exchange and ensure a thorough and delivery focussed assessment of strategic employment sites.</p>	Economic Development	R Murray	04/2019	03/2020

Explore the opportunities for securing funding from the Government's recently announced Future High Street Fund and identify where this could be best utilised within East Devon's town centres.	Economic Development	R Murray	04/2019	03/2020
3) Delivering and promoting our outstanding environment				
Continue to identify opportunities that help to promote the council's environmental, cultural and countryside/coastal commitments by delivering projects such as Exmouth Watersports Centre, Queen's Drive Space and the renewal of the former Drill Hall site.	Regeneration	A Hayward	04/2018	03/2019
4) Continuously improving to be an outstanding council				
Continue to pursue opportunities for securing external funding, such as CCF5, to enable projects to be taken forward that will promote East Devon as a location for business growth and for tourism growth.	Regeneration & Economic Development	A Hayward	04/2019	03/2020
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.	Economic Development	R Murray	04/2019	03/2020
Support to small and start up business through the proactive management and improvement of East Devon Business Centre. Maintaining positive relations with tenants whilst ensuring operational efficiencies and income generation to EDDC. Successful transition of EDBC facilities management to our P&E colleagues as the adjoining Blackdown House HQ becomes operational.	Regeneration & Economic Development	R Murray	04/2019	03/2020
Ensuring that wherever possible the delivery of economic development and regeneration activities will take account of the sustainability agenda ensuring that products and services used have a minimal impact on the environment.	Regeneration & Economic Development	A Hayward	04/2019	03/2020

Streetscene

Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/ corporate resource	Lead Officers	Start date	End date
1) Encouraging our communities to be outstanding				
Increase our range of cultural events and engagement activities ensuring all major parks have an event during the year which offers opportunities for health & wellbeing: 5 ways to wellbeing – Connect, Give, Take notice, Keep learning & Be active Events such as outdoor theatre, open air cinema & volunteer days. Event income target of £45k p.a.	General fund £45k income target	Parks Improvement Officers Business Support Officer - Events	2018	April 2020
Social prescribing – To further improve opportunities for health and wellbeing in our green spaces. - Work with Public Health Officer to set up or compile a network of friends of groups in our parks and open spaces within towns. - Publicise the list so GPs and others can use it to prescribe social activity in outside spaces with volunteers.	General fund	Parks Improvement Officers Public Health Officer	April 2019	April 2020
2) Developing an outstanding local economy				
Strand big screen Deliver a fixed big screen on the Strand in Exmouth, using the Strand redevelopment reserve, giving us the ability to run local advertising, council promotions and	£120k from capital reserve	Service Lead – StreetScene, Area	Jan 2019	Jan 2020

messages as well as screen large scale events such as Wimbledon, Concerts and Proms.	Income of £25k p.a. possible	Manager West		
<p>Complete a review of district wide public toilet provision</p> <p>Work with Property & Estates, picking up from the background research and survey work completed in 17/18 of cost analysis and usage, review options for development and operating models which continue a standard of provision whilst making savings.</p> <p>Adopt the 'Principles of Provision' as a basis for public toilet service going forwards.</p>	General Fund Transformation Savings TBC	Service Lead – StreetScene Senior Manager – Property & Estates	04/2019	10/2019
<p>Charging developers for the provision of household recycling and waste receptacles; following approval from the Recycling & Waste Board, get authorisation to implement this change and implement from April 2019</p>	General fund -£67k income	Service Lead – StreetScene Recycling & Waste Contract Manager	2018	04/2019
3) Delivering and promoting our outstanding environment				
<p>Council Promise – Recycling & Waste - Work to maintain a recycling rate of 60% so it becomes our annual rate, enabling us to be in the top 10 Local Authorities in England for recycling.</p> <p>Do this by continuing participation initiatives and education to help our residents;</p> <ul style="list-style-type: none"> - Reduce and re-use through advice and guidance to help keep the amount of waste they produce 1 of the lowest in the country (be in top 10 areas in the country for producing the lowest amount of residual waste). 	General Fund	Service Lead – StreetScene / Recycling & Waste Contract Manager	2018	10/2019

<ul style="list-style-type: none"> - Recycle more and help to maintain and push up our recycling rate (57%, now at 60%, maintain this). - Running participation projects, focussing on areas with lower recycling participation or specific materials such as Metal matters, - Targeted publicity campaigns and social media to improve participation and reduce waste sent for disposal. - Provide advice on reducing and re-using waste. Include plastic reduction. 				
<p>Continue to grow our chargeable green waste collection service.</p> <p>Increase customer base from > 9000 to at least 13k to achieve transformation savings as outlined in the financial plan.</p> <p>Undertake associated marketing activities to drive up sign-ups.</p> <p>Ensure we continue to deliver an excellent service.</p>	<p>£96k income in 2019/20</p> <p>General fund</p>	<p>Service Lead – StreetScene</p> <p>Recycling & Waste Contract Manager</p>	<p>2018</p>	<p>April 2020</p>
<p>Binfrastucture guidance & Big Belly bin replacement</p> <p>– Identify a replacement for our seafront big belly bins (leases coming to an end within 12 months). Implement suitable alternatives and improved emptying logistics, including bin lifts.</p> <ul style="list-style-type: none"> - Incorporate new guidance from the government’s (Litter Strategy) on binfrastucture working group when released. - Include the ability to improve our on street recycling offer. 	<p>£85k Capital bid</p> <p>General Fund</p>	<p>Area Managers</p>	<p>2018</p>	<p>May 2019</p> <p>Seaton, Sidmouth & Budleigh.</p> <p>May 2020 Exmouth</p>
<p>Green Space Plan</p> <p>Corporate Green Space policy 1 –Following completion of CABE site scoring, review the results and produce a proposal for AMF identifying strategically important sites</p>	<p>General fund</p>	<p>Parks Improvement Officer / Service Lead – StreetScene</p>	<p>12/2017</p>	<p>10/2019</p>

<p>to retain, sites of community importance and sites which could be managed through other models such as community groups, trust/foundations or devolution.</p> <ul style="list-style-type: none"> - Start work on establishing the ecosystems value/Green Capital of our green spaces to understand their economic value to East Devon - Develop Nature Recovery Network approach to targeted green spaces and communities 		& Countryside		
<p>Delivery of phase 1 of the Honiton Place Cultural project:</p> <ul style="list-style-type: none"> - Programme of events and activities that showcase EDDC's cultural teams and their offer along with other key local cultural providers; - Carry out community consultation at events to understand what residents would like more of, get involved with and improve with their green spaces; - Launch night anchored on THGs Museums at Night garden party but celebrating Honiton's cultural assets. 	General fund	Countryside, East Devon AONB, Housing, StreetScene & THG teams	May 2019	June 2019
<p>Seaside Awards and Blue Flag – Apply for Blue Flag for Exmouth in 2019 and Seaside awards for Sidmouth, Seaton (retain) and Budleigh following another year of excellent water quality results.</p> <p>Continue work at Sidmouth and Seaton to reach Blue Flag criteria (we have the water quality but need to meet other quality/infrastructure criteria too). Seaside awards help prepare us for Blue Flag application.</p>	General Fund	Beach Safety Officer	2018	05/2019
<p>Complete the Beach Amenity Development plan. The plan will detail how we can better manage our beach amenity asset, and how we can improve it for the future, incorporating health & wellbeing opportunities and</p>	General Fund	Beach Safety Officer	2018	06/2019

will link to the Green Space Plan Beach & Foreshore policies 1-8, and Beach Management Plans (where appropriate).	Possible Capital Bids as yet unknown			
<p>Complete the update of our Play Strategy linked to our adopted Green Space Plan to improve outdated sites, ensure appropriate provision and 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.</p> <p>Implement GSP Children & Young People's space policies 1-4.</p>	General Fund Capital program	Senior Engineer	2018	07/2019
<p>Feniton flood alleviation scheme</p> <p>Continue work with Network Rail to deliver the under track crossing.</p> <p>Deliver phase 3 & 4 to complete the Feniton flood alleviation scheme.</p> <p>Tender phase 4 works in 2019 for completion by 2019/20.</p> <p>This is reported on Monthly via the project reports to SMT</p>	Around £1.6 million scheme, funding from EA, partners and general fund.	Engineering Projects Manager	01/2009	2019/20
<p>Whimble Flood Alleviation Scheme</p> <p>Continue work with appointed design contractor.</p> <p>Tender construction works early 2019 for construction of the flood relief culvert during 2019.</p> <p>This is reported on Monthly via the project reports to SMT</p>	Around £1.2million scheme, funding from EA, DCC and capital.	Engineering Projects Manager	03/2018	01/2020

<p>Plan and deliver the Sidmouth Beach Management Scheme (based on the recommended option from the Beach Management Plan).</p> <ul style="list-style-type: none"> - Submit Outline Business Case to Environment Agency for approval and access to FDGiA (flood defence grant) funding. - Prior to submission identify appropriate partnership funding to bridge the circa £3mil funding gap. - Plan for tendering of works and construction if bid is successful. - Permissions to follow. Works to be tendered to start in 2020 subject to partnership funding. <p>This is reported on Monthly via the project reports to SMT</p>		Engineering Projects Manager	03/2017	2020/21 depending on availability of funding
<p>Plan and deliver the Seaton Beach Management Scheme</p> <ul style="list-style-type: none"> - Submit Outline Business Case to Environment Agency for approval and access to FDGiA (flood defence grant) funding. - Plan for tendering of works and construction. - Consideration of lining up works with Sidmouth scheme to make efficiencies in construction. <p>This is reported on Monthly via the project reports to SMT</p>	£125k capital funding (recoverable on approval of OBC)	Engineering Projects Manager	04/18 Works 2020	03/19 OBC submission 2021/22
<p>Work with Environment Agency (leading project) to commence construction of 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.</p>	Contributions in kind of our technical support and use of our land and	Engineering Projects Manager	03/2017 Constructi on due to	Substantial completion 04/2020

	assets valued at circa £500k		start early 2019	
<p>Exmouth Beach management/recharge -Start investigations into scope of works required at Exmouth beach to recharge/manage the amenity as set out in the Exmouth BMP for the 2020s.</p> <p>- Form a stakeholder group, and agree scope of beach study for Exmouth.</p> <p>- Tender for and carry out study to look at future capital works.</p>	Capital	Engineering Projects Manager	12/2019	05/2020
<p>Cliff Safety Works Beer – undertake capital maintenance of catch fences and other cliff stability measures on cliffs at East end of Beer Beach.</p> <p>- Tender Jan 2018</p>	Capital	Engineering Projects Manager	03/2018 Works Jan 2019	06/2019
<p>Capital replacement of play areas & skate parks which have reached the end of their service life.</p> <p>- Exmouth Brixington</p> <p>- Honiton Cherry Close</p> <p>- Axminster Foxhill</p> <p>- Axminster Millwey</p> <p>- Exmouth Redgates</p>	Capital	Senior Engineer	Timescale as IPPD/SPAR reports	04/2020

<ul style="list-style-type: none"> - Seaton Seafield - Seaton Seafield Gardens outdoor gym - Replace East Devon owned Budleigh and Seaton skate parks with modern low maintenance concrete skate parks 				
Undertake improvements to Membury flood alleviation scheme sump to make clearance for flood group safe	General fund	Senior Engineer	10/2018	2019
4) Continuously improving to be an outstanding council				
Conduct a trial of robot autonomous mowers to assess viability. Studies from elsewhere (Edinburgh) and manufacturers information shows cost savings of 20-30% where they can be utilised.	Transformation reserve £40k	Service Lead – StreetScene Area Managers	04/2019	10/2019



Report to: **Scrutiny Committee**

Date of Meeting: 18 July 2019

Public Document: Yes

Exemption: None

Review date for release: None

Agenda item: 10

Subject: **Quarterly monitoring of performance – 4th quarter 2018/19
January to March 2019**

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 2018/19 so that issues can be addressed in a timely way.

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

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

Financial implications: There are no direct financial implications.

Legal implications: No legal comments are required

Equalities impact: Low Impact

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

Links to background information:

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

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

Report in full

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

- **council actions taken from the Council Plan 2016-20**
- **objectives from the service plans**
- **key performance indicators**
- **quarterly phone and website statistics**

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

All of the **council actions for this quarter 2018/19** from the Council Plan are showing as achieved or on track, with none showing concern or variation.

2. [Appendix B](#) shows progress against service plan objectives linked to the council aims in the form of gauge charts (reports from SPAR.net detail the progress of all the service objectives.) There are two service objectives showing a status of concern.

- **We will continue to use Right to Buy receipts and Housing Revenue Account reserves to purchase or build a minimum of 20 properties per annum to add to our existing council stock.** 3 properties purchased in the quarter, giving a cumulative total of 16. Reasons for not reaching the target of 20 for the financial year: 1-forward spending of Right to Buy (RTB) receipts in 2017-18, financial year (28 properties bought) meant we were not up against big targets, 2-amount of RTB receipts we need to spend was actually less than the previous 2 years, 3-the housing Revenue Account (HRA) funding was moved to another budget (fire risk assessments)
- **To continue to monitor building control fees and make competitive bids for work that more than cover the costs of the service in order to maintain and where possible increase our annual fee surplus of at least £25,000 by the end of March 2019** - Budget monitoring period 11 indicates that our current surplus for year 2018/19 is £18,798, this is £6,202 less than the target amount.

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

3. Most of our performance indicators are showing on track but we do have six showing a status of concern.

- **Number of households living in temporary accommodation** - The figures are taken from our records on Housing Jigsaw, and will match the quarterly statistics reported to government through HClic. A number of households accommodated following a fire in Seaton continue to be accommodated, alongside a general rise in homelessness that is consistent with the national trend.
- **Number of focused vehicle license checks** - The licensing team has achieved 101 vehicle inspections out of a target of 120 (84% completion rate). Changing/increased procedures were reported to the Licensing and Enforcement Committee with increased officer time completing new statutory checks necessary over the last year (Taxi Knowledge tests, new Street Trading site inspections, Immigration 'Right to Work' for all taxi and alcohol licences being examples). In addition the team held a vacant post for 6 months (retirement and a new post) and did not achieve full staffing until 1st March 2019. An 84% completion rate represents a positive outcome under the circumstances.
- **Number of focused Licence checks** - The licensing team achieved 123 inspections out of a target of 150 (an 82% completion rate). Changing/increased procedures were reported to the L&E Committee with increased officer time completing new statutory checks necessary over the last year (Taxi Knowledge tests, new Street Trading site inspections, Immigration

'Right to Work' for all taxi and alcohol licences being examples). In addition the team held a vacant post for 6 months (retirement and a new post) and did not achieve full staffing until 1st March 2019. An 82% completion rate represents a positive outcome under the circumstances.

- **Percentage of Stage 2 complaints responded to within stated timeframes** – This relates to missed deadlines in only two complaints and was due to the complex nature of the matters raised. Where a complaint deadline is likely to be exceeded, it is usual practice to provide complainants with a progress update and to agree a more realistic deadline.
- **Days taken to process new Housing Benefit claims** - We are currently working through a transition period to Universal Credit which is impacting on our performance.
- **Working days lost due to sickness absence** - As previously reported, there has been a significant increase this year in employees who have been absent for two months or more as a result of surgery and serious health issues for 2 or months. These cases are all proactively managed and we started to see levels reduce towards the end of 2018.

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

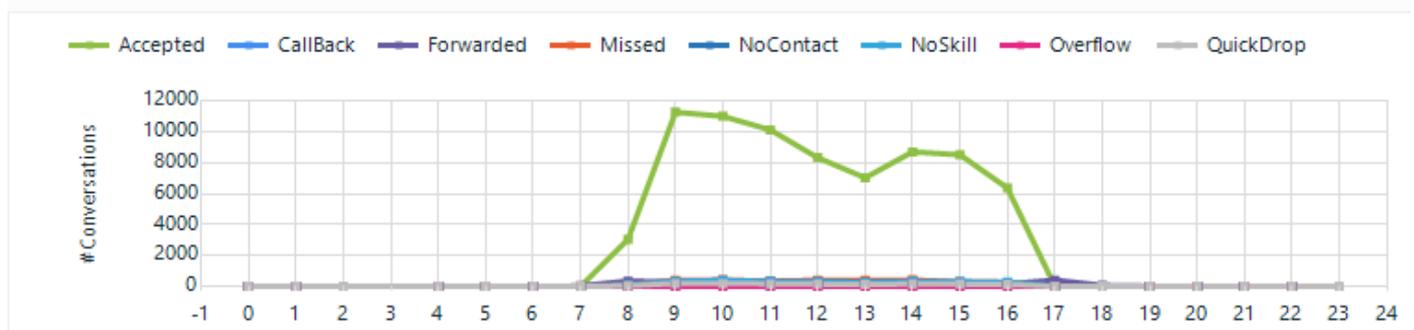
Phone and Web statistics quarter 4 2018/19

Phone stats - from 1st January to 31st March '19

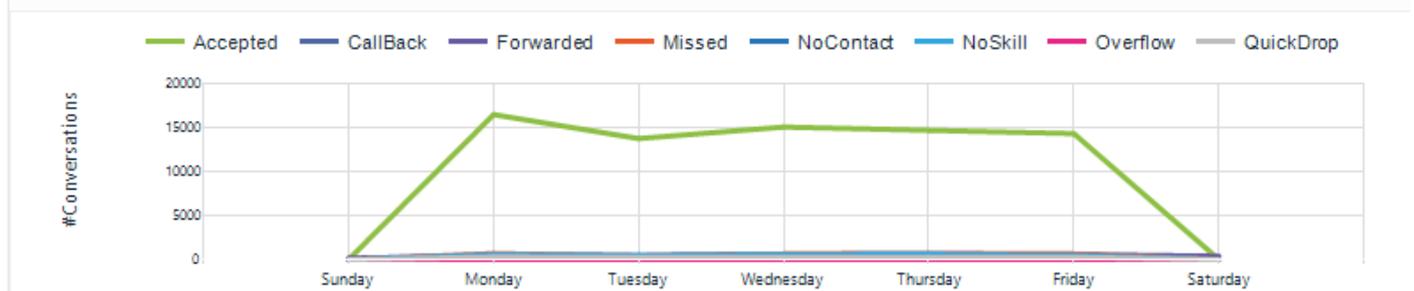
- 95.9% Answer Rate
- 86053 calls offered
- 9-10am: busiest hour on phones
- 10-11am: Most abandoned calls (very closely followed by 14-15:00)
- Monday: Busiest day of the week on phones

The traffic shape of calls, as shown below (first report per hour, second report per day) hasn't really changed since the previous quarter.

Per hour



Per weekday



Full year data report shows the demand for the council for each month.



- Green = Answered
- Red = Abandoned
- Yellow line = SLA (could also be seen as wait time)
- Black line = handling percentage

We can learn from this that:

- April is the weakest for handling rates – potentially the impact of garden waste and annual billing
- December and February are shorter months so unsurprisingly showing as quieter
- June, September and November are quieter months

Obviously this is only one year, plus we're looking at the whole authority, so we'd need to compare one year to another to really gauge performance.

Website statistics - from 1st January to 31st March '19

- 266,229 visits to our website
- 963,316 page views
- 176,273 unique visitors
- 49,920 returning visitors
- 46.40% bounce rate (the percentage of visitors to our website who navigate away from the site after viewing only one page)

Total year figures – 1st April 2018 to 31st March 2019

- 957,134 visits to our website
- 3,235,821 page views
- 616,974 unique visitors
- 169,717 returning visitors
- 43.92% bounce rate (the percentage of visitors to our website who navigate away from the site after viewing only one page)

App downloads from 1st January to 31st March '19

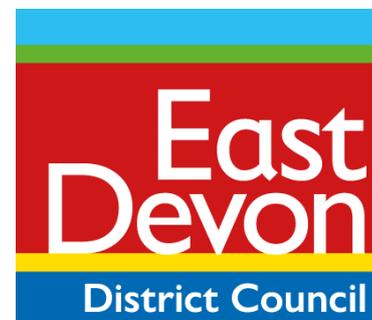
- Android: 876
- iOS: 578
- Total: 1,454

Total downloads for East Devon app to date:

- Android: 13,670
- iOS: 5,097
- Total: 18,767

So based on a population size in East Devon of 142,000, the take-up rate is approximately 13.2% of all residents. Comparing similar take-up rate of some of our other customers:

- East Devon: 13.2% (went live July 2013)
- Conwy County Borough Council: 8.5% (went live Nov 2015)
- Daventry Borough Council: 7.5% (went live Jun 2018)
- Oxford City Council: 6.9% (went live Dec 2015)



Quarter 4 Performance Report 2018-19

Performance Overview, Council Plan Actions and Key Performance Indicators

April 2019

Document Key

Action Status classification

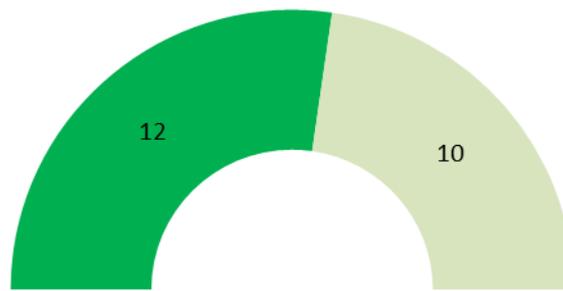
- Red (Concern) highlights targets with serious problems or significant delays.
- Amber (Variation) indicates actions with mild concerns or minor setbacks.
- Green (Achieved) displays special achievements or early completions.

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 2018-19

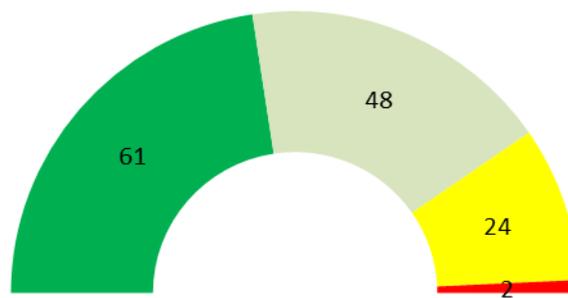
Chart a. Performance against our Council Plan 2018-19 – for more detail please see the following pages



Number of Measures
(Total measures for outcome = 22)

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

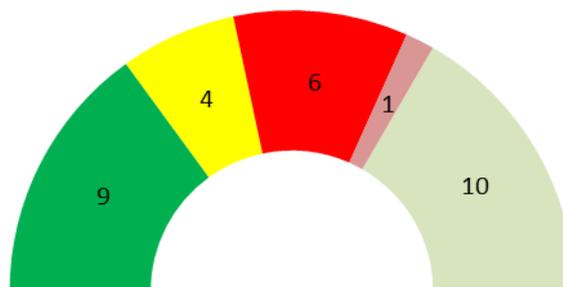
Chart b. Performance against our Service Plan Objectives – for more detail please see appendix B



Number of Measures
(Total measures for outcome = 135)

■ Achieved ■ On Track ■ Variation ■ No data ■ Blank

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.	Achieved	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
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 Completed: there are no application backlogs, time delays and staffing levels have been filled.
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.	Achieved	In Lymstone the Primary School has come to our community centre every Thursday to do arts, crafts, baking, poetry reading, something different each time with the folk living on our sheltered scheme. In Budleigh Salterton staff and tenants made pancakes for residents on Shrove Tuesday and at Dujning Court in Honiton we held a special coffee morning for St Davids Day on 1 March as one of the tenants there is Welsh and everyone wanted to pay tribute to her.
Extending the housing options service and meeting the housing needs of our residents	Achieved	The housing options service is under constant review, matched to customer demand and taking into account the implications of the Homelessness Reduction Act
Implement the actions and commitments in our Public Health Plan.	Achieved	Report published for 2017/18.
Return empty homes to beneficial use.	On track	The Empty Homes Officer has been reviewing the previous officer's lists of empty homes and has made 76 visits in this quarter to identify those properties that are still empty. She has made contact with 25 homeowners to discuss getting their properties back into use. 5 enforcement notices have been served for various issues mainly to do with environmental matters. We are reviewing the reporting of the previous statistics to ensure that they are relevant. The commencement of the Empty Homes Policy review and refresh is under way.
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 was updated in September 2017. We need to maintain this as a dynamic document and a further refresh will be triggered when we start to receive new stock condition information and after the new Integrated Asset Management contract goes live.

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	233	25 (4/4)	28	61	116	237	↓
Number of households living in temporary accommodation	12	30 (4/4)	33	26	33	39	↓
Management note:	The figures are taken from our records on Housing Jigsaw, and will match the quarterly statistics reported to government through HCLic. A number of households accommodated following a fire in Seaton continue to be accommodated, alongside a general rise in homelessness that is consistent with the national trend.						

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	Economic development continuing to support planning applications remains effective in encouraging employment sites and other economic benefits to come forward. Continued pipeline of employment sites and availability of business applications e.g. Black Hill quarry site. Further logistics site planning in progress. Enterprise Zone infrastructure projects pipeline continuing with the Long Lane development. Science Park land use in planning and University engineering facility agreed.
Deliver our target to pay businesses within ten working days and through our Procurement Strategy encourage local business to do business with the council.	Achieved	This objective is also a performance indicator which is monitored in the performance indicator section below
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. Joint working with the LEP and two county partners on a local strategy to identify sub regional investment priorities. Council has approved £20 million commercial investment fund and initial investment opportunity being explored with a view to EDDC enabling new investment and job creation in the district.
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	The R&ED team is continuing to explore the options for delivery of workspace units at Cloakham Lawns in Axminster. A certain number of homes need to be built before any land can be transferred to EDDC. Co-working options are proving effective in the workplace and this sector will be explored further.
Implement the serviced workspace study recommendations and initiate site specific detailed reviews and business cases to seek investment and funding.	On track	The council has supported the delivery of the Propeller Group's co-working space in Exmouth by offering business rate relief. This initiative is aimed at providing support for entrepreneurs and growing businesses by providing co-working space, putting on events and offering networking opportunities. They now have over 100 members who regularly attend the premises and the events. Propeller is gaining a positive reputation across the region for its expert business support and advice.
Increase income from existing assets either directly or through local partnerships.	On track	On target with % increase in income as per new Service Plan objectives. Working with local partnerships is a possible outcome following the completion of the Beer pilot.
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 Manager continues to provide comments in support of planning applications which enable business growth and new jobs to be created across the District. Recently, the ED Manager has provided written and oral evidence at 2 appeal hearings relating to the loss of employment land in Exmouth. One of these was successfully defended by the council.

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 with at least 45k visiting the centre last year. Seaton Tramway redevelopment completed and operational. Sidmouth Drill Hall has now secured a preferred developer in Rock Fish. Full agreement signed with Grenadier Estates to deliver Exmouth Water sports Centre. Temporary use planning application confirmed for Queens Drive space. Honiton Gate to Plate to be repeated in 2019. Future high streets bid submitted with a view to significant investment in Axminster town centre renewal.
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	92	95 (4/12)	90	92	95	95	↑
Creditor days - % of invoices paid within 30 days	97	99 (4/12)	96	97	98	99	↑

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.	Achieved	As with last year we now have adopted BMPs for Exmouth, Sidmouth and Seaton. We are working towards the various action plans or working up coastal defence schemes. In relation to Budleigh Salterton, as previously reported there are no pressing concerns relating to coastal defence or erosion here and so no requirement for a beach management plan. Our Engineers are working with partners and stakeholders to assess requirement for a BMP at Budleigh. A small study will be undertaken to analyse the need and possible issues.
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	The new service is now embedded and working well. Our new green waste service has also been successfully rolled out with now 9100 customers using this service.
Explore opportunities for securing a Blue Flag for the beaches in East Devon.	Achieved	We have successfully applied for Seaside Awards for Seaton and Exmouth. These are the level below Blue Flags and we have done this to prepare for future Blue Flag applications. Work will continue in preparing our beaches for Blue Flag status. We plan to apply for a Blue Flag at Exmouth in 2019 and Seaton in 2020. Sidmouth also has potential for Blue Flag status and we are considering a Seaside award for Budleigh. Andrew Hancock
Implement a programme of fuel efficiency measures for council properties.	On track	This objective is embedded continually within the day to day work of the housing service. When responding to reactive issues, Surveyors are ensuring that properties are decent and that any improvements can be considered. Our first air source heat pump project has been running successfully at Rodney Close in Exmouth and discussions are underway to identify the next suitable site. The boiler upgrade project also commencing at properties identified as requiring a heating upgrade, legal are currently processing the contract so the project can begin.

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	57	50 (2/4)	57	60	60	59	↑
Residual household waste in kg per household	59	No target	61	56	58	59	↓
Percentage of Municipal waste for disposal (incineration and landfill)	43	No target	43	40	40	41	↑
Improved street and environmental cleanliness – fly tipping	3	3 (1/4)	3	3	NA	NA	↑

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	Project initiation document agreed for the delivery of Firmstep digital platform with project to start in May 2019.
Continue to identify opportunities to save money across Teignbridge, East Devon and Exeter City councils as well as through established frameworks nationally.	Achieved	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.	Achieved	Strata business plan implemented. 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.	Achieved	Full relocation achieved and Exmouth and Honiton offices both offering a broad range of services to EDDC customers as well as increasing on line transaction capability.

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Percentage of Council Tax collected	98.98	98.98 (12/12)	30.11	57.44	85.56	98.81	↓
Percentage of Non-domestic rates collected	99.20	99.20 (12/12)	31.10	56.00	84.44	99.40	↑
Working days lost due to sickness absence	8.63	8.63 (12/12)	2.59	5.47	7.55	10.34	↓
Management Note:	As previously reported, there has been a significant increase this year in employees who have been absent for two months or more as a result of surgery and serious health issues for 2 or months. These cases are all proactively managed and we started to see levels reduce towards the end of 2018.						
Percentage of planning appeal decisions allowed against the authority's decision to refuse	35.7	30 (12/12)	26.7	21.4	25.0	27.8	↓
Percentage of Stage 2 complaints responded to within stated timeframes	92	100 (4/4)	91	73	78	89	↑
Management note:	This relates to missed deadlines in only two complaints and was due to the complex nature of the matters raised. Where a complaint deadline is likely to be exceeded, it is usual practice to provide complainants with a progress update and to agree a more realistic deadline.						
Percentage of minutes and audio from council meetings uploaded together within 5 working days	100	100 (4/4)	100	100	100	100	↔

Management note:	The minutes and recordings for all committees which took place have been published within the deadline. Some committees have not been held or have been cancelled, e.g. Overview on 31 January due to bad weather conditions.						
Percentage of FOI responded to within the statutory time limits	100	100 (4/4)	100	100	100	99	↔
Number of focused Licence checks	184	150 (4/4)	27	70	96	123	↓
Management note:	The licensing team achieved 123 inspections out of a target of 150 (an 82% completion rate). Changing/increased procedures were reported to the L&E Committee with increased officer time completing new statutory checks necessary over the last year (Taxi Knowledge tests, new Street Trading site inspections, Immigration 'Right to Work' for all taxi and alcohol licences being examples). In addition the team held a vacant post for 6 months (retirement and a new post) and did not achieve full staffing until 1st March 2019. An 82% completion rate represents a positive outcome under the circumstances.						
Number of focused vehicle license checks	103	120 (4/4)	30	51	92	101	↓
Management note:	The licensing team has achieved 101 vehicle inspections out of a target of 120 (84% completion rate). Changing/increased procedures were reported to the L&E Committee with increased officer time completing new statutory checks necessary over the last year (Taxi Knowledge tests, new Street Trading site inspections, Immigration 'Right to Work' for all taxi and alcohol licences being examples). In addition the team held a vacant post for 6 months (retirement and a new post) and did not achieve full staffing until 1 st March 2019. An 84% completion rate represents a positive outcome under the circumstances.						
Total average headcount (quarterly total)	499	No target	495	493	448	493	↓
Cumulative Staff Turnover as a percentage of all staff (voluntary leavers)	10	No target	2.64	5.66	9.25	11.69	↑
Capability at point of contact for Benefits	84	No target	53	47	28	88	↑
% of residents who pay their Council Tax by Direct Debit	79	No target	80	80	80	80	↑
Number of Level 2 complaints (year to date)	34	No target	11	22	29	38	↑
Number of Freedom of Information Requests (year to date)	658	No target	221	421	557	714	↑
Missed bin collections per 1000 households	14	No target	16	19	17	14	↑
Days taken to process local land charges property searches	Less than 6	5.5 (12/12)	5	5	5	5	
Percentage of minor planning applications determined within 8 weeks	74.21	65.0 (4/4)	84	82	79	70	↓
Percentage of other planning applications determined within 8 weeks	85.53	80.0 (2/4)	87.33	84.39	82.51	76.59	↓
Days taken to process new Housing Benefit claims	N/A	13.00 (12/12)	17.65	16.44	15.40	14.83	↑
Management note:	We are currently working through a transition period to Universal Credit which is impacting on our performance.						
Days taken to process changes to Housing Benefit claims	N/A	5.50 (12/12)	4.64	4.88	5.58	4.34	

Proportion of outstanding debt that is more than 90 days old from date of invoice	34	No target	41	51	89	21	↓
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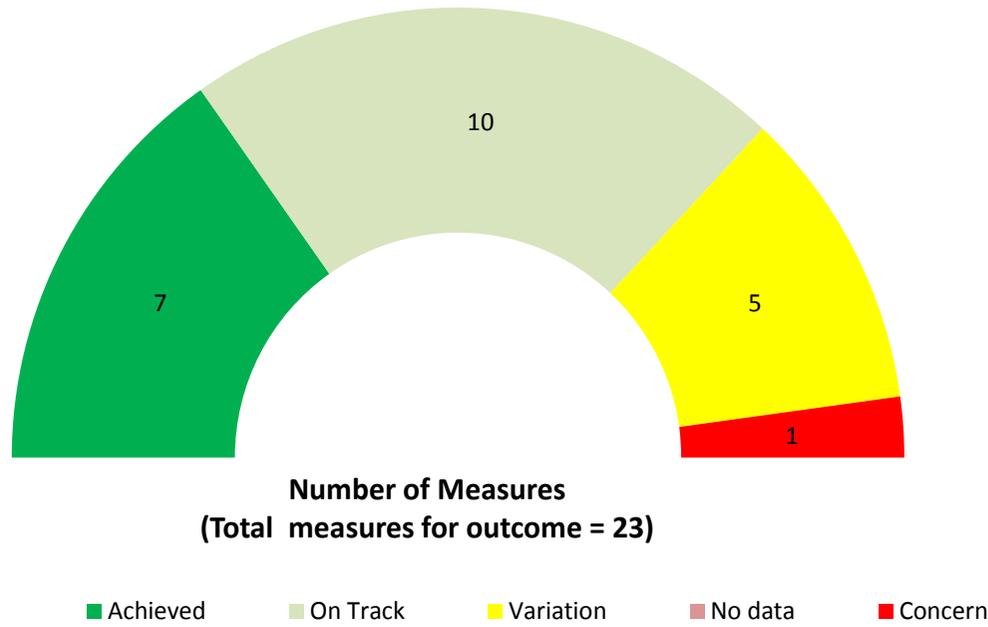
Performance Indicator not linked to any aims	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel
Number of redundancies (year to date)	0	-	0	0	0	0	↑

PRIORITY ONE: Encouraging communities to be outstanding

Service Plan Objectives - Quarter four results 2018/19

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Progress towards
outcome



Service Plan Objectives - Priority 1 v2

Annual report for 2018/2019

Arranged by Aims

Filtered by Aim: Priority Encouraging communities to be outstanding

Key to Performance Status:

Key Strategic Objective:	Milestone Missed	Achieved	On track	Variation	Concern	No Data available
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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-2314	Advise on legal strategy / implementation of major projects (including regeneration) and related processes (internal with external resource where required).	Governance and Licensing Services	Advice given throughout the year when it was required.
Variation	P&E-PA-2382	Beer Pilot a) Conclude negotiation for arrangements and reach agreement to implement Beer Pilot –Dec 2018 b) Consider lessons learnt from process and present options for way forward for asset devolution –Mar 2019	Property and Estates	Issues with beach itself. Now excluded from main arrangements to ensure main arrangements can progress ready for Spring. Now reviewing business case rationale to obtain Officer support to take report to AMF then Cabinet.
Variation	P&E-PA-2379	Bring forward options for enhancement of the Seaton Seafront at Moridunum – by Oct 2018	Property and Estates	External consultants progressing on behalf of Council. Valuation work now completed, a recent meeting has now taken place with Seaton Town Council representatives, further work is being undertaken around ownership and further discussions to take place with adjacent landowner.
On track	HOU-PA-2334	We will work with local communities, especially in rural areas, to provide more community led affordable housing delivering a minimum of 100 new affordable homes per annum	Housing	Working with Community Land Trust's and Registered Provider's to achieve this target
Variation	P&E-PA-2380	Facilitate asset transfer within Cranbrook	Property and Estates	Transfer of Younghayes almost complete. Town Council resolved late 2018 to progress with

Service Plan Objectives - Priority 1 v2

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>(Worship Land and Younghayes Centre) by Nov 2018</u>		transfer despite some acknowledged and managed risks. Legal work is progressing well and anticipate completion by end of financial year. Outside of Council's control.
On track	P&E-PA-2381	<u>Present to Asset Management Forum proposals to consider ways forward for sport and social club tenure arrangements – by Nov 2018</u>	Property and Estates	Provided for within 2019/20 Service Plan. SMT and AMF supported new ways of working across Council.
Variation	LGL-PA-2315	<u>Provide governance advice and support for any devolution deals or further joint committees that may come forward</u>	Governance and Licensing Services	No further progress on devolution or joint committees in year.
On track	EEL-PA-2326	<u>Support for Healthy New Towns and Sport England pilot status and delivery of further community infrastructure to support the Cranbrook new community. Investment proposition to be agreed by EDDC by Oct 2018.</u>	Growth Point Team	Health New Town learning event held. Projects currently being considered by national Sport England Board.
On track	pla-PA-2368	<u>To identify and where necessary purchase appropriate sites for the provision of Gypsy and Traveller pitches to meet the needs of this group within the community by April 2019</u>	Planning Strategy and Development Management	The Cranbrook Plan Development Plan Document (DPD) is currently out to consultation and includes two gypsy and traveller sites which would help to meet the identified need. Discussions continue with DCC over the use of redundant land in their ownership for the provision of additional pitches with covenants and other restrictions being investigated.
On track	pla-PA-2366	<u>To produce a detailed masterplan for the future development of Cranbrook that will detail how we will make Cranbrook an outstanding new community and to submit the Plan for examination by April 2019</u>	Planning Strategy and Development Management	The Cranbrook Plan Development Plan Document is currently out to consultation and subject to consultation responses should be submitted to the Planning inspectorate in the summer for examination later this year.
Achieved	pla-PA-2367	<u>To produce a Masterplan for the allocated land east of Axminster in partnership with the landowners, developers and local</u>	Planning Strategy and Development Management	The Axminster Urban Extension Masterplan has been completed following consultation in December and its endorsement by Strategic Planning Committee on 29th Jan.

Service Plan Objectives - Priority 1 v2

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>community in association with the Axminster Neighbourhood Plan by the end of 2018</u>		
Variation	pla-PA-2369	<u>To write and consult on an affordable housing Supplementary Plan Document to detail our expectations for the delivery of affordable housing by April 2019</u>	Planning Strategy and Development Management	The affordable housing Supplementary Planning Guidance is out for 1st stage of consultation until 10 May 2019, a second stage of consultation then follows later in 2019 with an expectation of adoption in late 2019/early 2020.
Achieved	HOU-PA-2340	<u>We will actively involve tenants in all aspects of the Service by implementing the Tenant and Council Partnership Statement & Resident Involvement Strategy</u>	Housing	This quarter a greater number of tenants are playing a vital part of the implementation plan developed with them for the new Integrated Asset Management contract that will bring new ways of working, starting in July, with contractor Ian Williams to maintain our housing stock. Trained tenants continue to take part in all interviews for staff across the Housing Service, as well as consider formal complaints as part of the function of the Designated Tenant Complaints Panel.
On track	HOU-PA-2341	<u>We will continue to improve housing standards within the private sector across the district through advice, informal and formal enforcement interventions</u>	Housing	New processes in place, along with newly recruited part time Environmental Health Officer, regarding Homes of Multiple Occupancy (HMO) Licensing. Presently reviewing against the time targets for the process which are encouraging. More information has been put out on social media regarding HMO Licensing and reviews are in place to see if these have been successful in bringing in new applications. Process and planning on going for more structured surveying and enforcement regarding HMO Licensing. Review on going regarding our approach to service requests from private tenants and the introduction of the Homes (FHH) act and advice for private tenants.
On track	HOU-PA-2337	<u>We will continue to improve our existing stock by investing in planned improvements and cyclical maintenance as set out in the Housing Revenue Account Business Plan</u>	Housing	Senior Technical Officer continuing to oversee all planned works programmes, working closely with finance to ensure budget remains on track with monthly budget meetings carefully monitoring spend. Monthly contract meetings ongoing across a range of work streams, ensuring robust contract management to keep programmes on track and ensure tenant satisfaction. The current years programmes are a mop-up of the previous 5 year improvement programme to stock which is currently running approximately 12 months behind. On receipt of new stock condition data, a new programme of works for the following 5 years will be devised.
Achieved	HOU-PA-2339	<u>We will continue to increase our range of</u>	Housing	Home Safeguard continues to offer a range of digital peripherals alongside alarms that are

Service Plan Objectives - Priority 1 v2

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>digital technology and telecare devices to Home Safeguard and sheltered housing customers to enable them to live independently and safely</u>		appropriate to individual needs, such as pressure mats to indicate someone has fallen out of bed, alarms to show a person has left the home, pill dispensers and alarm equipment ready for the digital switchover in (around) 2025.
On track	HOU-PA-2338	<u>We will continue to make sure all our properties (and where appropriate private sector homes) are safe, meet all health and safety requirements and comply with all relevant legislation</u>	Housing	Compliance remains a top priority for the service. Safety of our properties is always considered and any situations that may compromise this are immediately dealt with as a priority. Our relevant policies set out a number of processes in the event of what to do if a property is found to be unsafe.
Concern	HOU-PA-2335	<u>We will continue to use Right to Buy receipts and Housing Revenue Account (HRA) reserves to purchase or build a minimum of 20 properties per annum to add to our existing council stock</u>	Housing	3 properties purchased in the quarter, giving a cumulative total of 16. Reasons for not reaching the target of 20 for the financial year: 1-forward spending of Right to Buy (RTB) receipts in 2017-18 financial year (28 properties bought) meant we were not up against big targets 2-amount of RTB receipts we need to spend was actually less than the previous 2 years 3-the HRA funding was moved to another budget (fire risk assessments)
On track	HOU-PA-2342	<u>We will enable people to stay in their own homes for longer by implementing the Devon Housing Assistance Policy</u>	Housing	Within this financial year - number of Disabled Facilities Grant's (DFG) approved = 78 Number completed = 65. Number of Accessible Homes Grants approved = 1. Number of Eco Flex top up funding applications = 15, Number of Eco Flex top up funding requests approved = 13 Within this financial year (to be ratified) draft spend on DFG's = £373,972, draft spend on Devon wide housing assistance policy = (Eco flex top up) £4154.92. Commitments going forward, DFG's = £135,585, Accessible Homes and Eco Flex = £29,930 An authority to recruit, to recruit a further Technical Officer to promote and deliver the Devon Wide Housing Assistance Policy utilising a small proportion of our Better Care Fund allocation is hoped to go to SMT shortly. This post is necessary to ensure that we deliver all the benefits available through this policy. A review of the policy is taking place now which will include agreed new Better Care Fund grants to speed up specific adaptations and target more specific vulnerable customers.
Achieved	HOU-PA-2343	<u>We will organise community events to build relationships with</u>	Housing	This quarter we continued to run our film clubs which are proving very popular, especially Mama Mia! The Easter Challenge three day event was

Service Plan Objectives - Priority 1 v2

Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>and earn the trust of residents living on our estates</u>		particularly well attended by young people from across all three SWITCH clubs that we run.
On track	HOU-PA-2336	<u>We will procure a repairs and work to voids service which adopts an integrated asset management approach which meets tenants' aspirations and maintains the Councils assets in good condition</u>	Housing	Covered in medium/large scale projects
Achieved	EH-PA-2403	<u>To help deliver our public health priorities, we will consult the evidence-base including Joint Strategic Needs Assessments and national data and we will write and publish East Devon's Public Health Strategic Plan 2018-21. This will identify the value of public health work to other teams and members and will inspire suitable programmes across the council by prioritising direction to council service plans by October 2018. We will also revise, write and publish East Devon's Public Health Implementation Plan 2018/19 by July 2018. We will liaise with other teams to collate, write and publish East Devon's Public Health Annual Review 2017/18 by September 2018. We will liaise with all Council services, then we will write and publish East Devon's Public Health Implementation Plan 2019/20 by November 2018</u>	Env Health & Car Parks	public health strategic plan has been published

Service Plan Objectives - Priority 1 v2

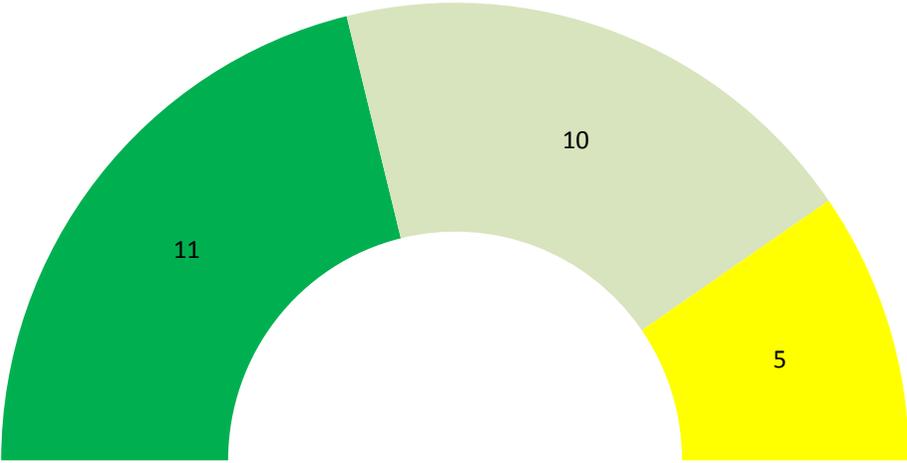
Priority: Encouraging communities to be outstanding

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
Achieved	HOU-PA-2344	<u>We will work to tackle tenancy fraud by implementing our Tenancy Anti-Fraud Policy</u>	Housing	Housing officers continue to work closely with the authority's Fraud Officer who is also now the chairman of the Devon Fraud Forum, a group that Housing staff helped to set up. We continue to support meetings on a regular basis, and carry out our new tenancy visits on week 6 of the tenancy start up date which is a useful double-check on new tenants once they have relaxed and settled into their new environment.

PRIORITY TWO: Developing and outstanding local economy

Service Plan Objectives - Quarter four results 2018/19



Number of Measures
(Total measures for outcome = 26)

■ Achieved ■ On Track ■ Variation ■ No Data ■ Blank

Progress towards
outcome

Service Plan Objectives - Priority 2 v2

Annual report for 2018/2019

Arranged by Aims

Filtered by Aim: Priority Developing an outstanding local economy

Key to Performance Status:

Key Strategic Objective:	Milestone Missed	Achieved	On track	Variation	Concern	No Data available
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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
Achieved	Eco-PA-2417	<u>Business Transformation: Ongoing referral and monitoring of assistance provided to new and growing businesses through the funded Growth Support Programme (GSP) and the specialist support to agricultural businesses and potential LEADER applicants to maximise funding secured by rural organisations</u>	Regeneration & Economic Development	Growth Hub results continue to rank East Devon as 2nd highest number of business support outputs. Our own business support programme 'East Devon Enhancing Productivity' has yielded excellent results and we'll be running this again in the next FY. Press release has been submitted to Coms.
On track	str-PA-2390	<u>Charging developers for the provision of household recycling and waste receptacles: following investigation into charges for new builds and replacements, progress the policy change to introduce charges for new build properties only which should be levied at the property developer. Autumn 2018/Early 2019</u>	StreetScene	The project is progressing but there are some issues which are having to be overcome <ul style="list-style-type: none"> • The trigger point in the development process at which developers can be charged for new containers. Strata are investigating if the street naming and numbering process can be the trigger point. • The correct billing information needs to be made available from the street naming and numbering system to ensure income and payments have accurate billing information for each developer. • Developers have not yet been notified of the new charges until the above have been resolved.
On track	EPP-PA-2327	<u>Deliver the Enterprise Zone (EZ) programme including:</u> <ul style="list-style-type: none"> • <u>Bringing forward the first set of four projects. Council overall approval by May 2018 with individual projects to secure funding in year</u> 	Growth Point Team	Further investment in Long Lane Enhancement scheme approved. All projects moving forward to delivery.

Service Plan Objectives - Priority 2 v2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<p><u>commencing with Airport Landing System Upgrade project by June 2018 and further three projects deployed by Jan 2019</u></p> <ul style="list-style-type: none"> • <u>Promoting the EZ including signage and a new web site to be in place/active by July 2018</u> • <u>Secure wider investment to bring forward new jobs</u> 		
Variation	pla-PA-2371	<p><u>To work with the Cranbrook Consortium of developers, Town Council and other key stakeholders to develop a strategy for the delivery of Cranbrook Town Centre that delivers the commercial and community spaces envisaged by the Cranbrook Economic Development Strategy, Community Strategy and NHS Healthy New Towns agenda. An outline of the strategy to be presented to Members in Autumn 2018</u></p>	Planning Strategy and Development Management	The Cranbrook Plan DPD is currently out to consultation and starts to provide clarity over the future infrastructure needs and funding arrangements which helps to clarify the position regarding funding of services and facilities to be delivered in the town centre. Officers are now meeting with the developer consortium, town council and others on a weekly basis to progress proposals for the town centre.
On track	EEP-PA-2328	<p><u>Develop and implement a Delivery and Investment Team proposal;</u></p> <ul style="list-style-type: none"> • <u>Identify and overcome barriers to delivery</u> • <u>Bring forward investable propositions and align with opportunities for investment being considered through the Commercial Property Investment Framework</u> • <u>Access third party funding</u> 	Growth Point Team	Meeting planned to with MHCLG officials to move forward proposals.
Variation	Eco-PA-2419	<p><u>Develop further effective business engagement through:</u></p> <ol style="list-style-type: none"> <u>1) Publishing quarterly business bulletins and increasing SME readership – x4 per year and underway</u> <u>2) Identifying and establishing communication with up to</u> 	Regeneration & Economic Development	Vacant Economic Development Officer post has limited our ability to establish and maintain key ambassador networks. Business Bulletins are established and well received. Q1 bulleting articles now prepped for Coms.

Service Plan Objectives - Priority 2 v2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<p><u>6 Key Ambassador businesses in East Devon - by Sep 2018</u></p> <p><u>3) developing and maintaining a contact list of our top 50 employers - by Sep 2018</u></p> <p><u>4) Identifying and making contact with multiple businesses representing our 4 GESP priority sectors (Smart Logistics, Data Analytics, Knowledge Based Industries and Environmental Futures) by February 2019</u></p>		
Achieved	LGL-PA-2316	<u>Ensure effective implementation of the new Street Trading regime October 2018</u>	Governance and Licensing Services	The Policy has been implemented with the new staffing arrangements in place. Objective completed.
Achieved	str-PA-2389	<u>Further review and improve our events booking procedure, to make it customer friendly, streamlined and linked across the council; and tie it in with the new Street Trading Consent process by the end of 2018</u>	StreetScene	<p>Events procedure embedded and well understood by the two teams that work with it. Cooperation and cross booking with licensing working well.</p> <p>Awaiting firmstep for online events booking process.</p>
On track	Eco-PA-2418	<u>Inward Investment: To establish a central monitoring system to ensure both full recording (on the Exeter and Heart of Devon (EHOD) Customer Relationship Management (CRM)) and timely response to all enquiries. These may be for local or indigenous growth (via Estates, Growth Point or Agents) or foreign direct investment (via Department for International Trade (DIT) and the Local Enterprise Partnership (LEP)) by September 2018</u>	Regeneration & Economic Development	We continue to receive and respond to enquiries for investment from our own business base, indigenous UK businesses and foreign direct investment via the Dept. for Int. Trade.
On track	Eco-PA-2420	<u>Manage the delivery of networking events for East Devon business community – x3 events to</u>	Regeneration & Economic Development	The EDM recently (March) convened a meeting of our largest commercial agents to focus on more effective enquiry handling and

Service Plan Objectives - Priority 2 v2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>be organised in 2018/19 with a target of 20 businesses per event</u>		landing investments. We're now focussed on Gate to Plate 2 to take place Aug 10th.
On track	fin-PA-2308	<u>New Procurement Strategy to be adopted by Council by end of March 2019</u>	Finance	This has intentionally been delayed and included in 2019/20 objectives to match timescales of DCC Strategy
On track	Eco-PA-2413	<u>Queen's Drive - To deliver temporary uses on part of the vacant QD site by July 2018 in order to maintain as active and vibrant seafront. To deliver the new road and car park on phase 1 of the site by March 2019. To commence a Vision Exercise for Phase 3 by June 2018 and to report on the findings by November 2018.</u>	Regeneration & Economic Development	The planning application has been approved for temporary uses to continue at Queen's Drive Space for this summer and the bar and traders are operating over the Easter holidays. Further entertainment will be provided. Phase 1 road and car park is nearing completion which is expected on 19 June. Grenadier Estates are preparing for commencement of works on site in the summer. The agreements and deed of variation have been finalised with Grenadier. Work continues on phase 3 working with our advisors to identify commercially viable opportunities for the site.
On track	Eco-PA-2421	<u>Review of our existing street trading strategy to ensure positive economic impact and district promotion is prioritised. We will ensure best practice is implemented to encourage business engagement / update by December 2018</u>	Regeneration & Economic Development	Initial review was completed by Economic Development Officer (EDO) when in post. Positive changes made and we continue to work corporately to promote and support street trading. Vacant EDO post has limited our ability to progress this even further towards a 'one stop shop' web portal for street traders.
Achieved	str-PA-2388	<u>Review the council's event management resource, with potential recruitment of a Business Development and Events Officer who would be able to actively market our spaces, assist in arranging events and improve the range of attractions of our areas for residents and tourists.</u>	StreetScene	
Variation	P&E-PA-2383	<u>Subject to viability, enable the Council to commence construction of Seaton workspace units - by Oct 2018</u>	Property and Estates	Currently undertaking project review to determine project viability. Going back to Asset Management Forum (AMF) in June with project update. Impact on original completion date.
Variation	P&E-PA-2384	<u>Supporting the County Council and other public sector partners with One Public Estate projects looking at public sector opportunities in Exmouth</u>	Property and Estates	Progressing but slower than expected. Reliant on many other public sector partners.

Service Plan Objectives - Priority 2 v2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>and Axminster. Determining whether to progress scoping projects – by Sep 2018</u>		
Achieved	Eco-PA-2415	<u>To commence a marketing process for the former Drill Hall site which will be completed by end of November 2018.</u>	Regeneration & Economic Development	The marketing of the Drill Hall site has now been concluded and Rockfish has been selected as the preferred partner for the site to deliver a new restaurant. Agreements are currently being drawn up prior to the planning process commencing.
On track	Eco-PA-2414	<u>To conduct an Axminster Town Centre workshop aligned with the East of Axminster masterplan process by July 2018.</u>	Regeneration & Economic Development	Axminster town centre is the subject of a bid to the Government for feasibility funding as part of the Government's Future High Streets Fund. The outcome of this will be known in June.
On track	Eco-PA-2416	<u>To explore the viability of undertaking delivery of phase 3 of the Business Centre at Honiton by August 2018</u>	Regeneration & Economic Development	Feasibility review complete. We were unsuccessful in our European Regional Development Fund bid for Phase 3 delivery at East Devon Business Centre in part because it is considered a commercially viable scheme. We have shared with our P&E Lead for consideration within the Commercial Investment Programme.
Achieved	fin-PA-2307	<u>To hold a Procurement awareness day for existing and potential suppliers of the Council and to provide details and training on using the e-tendering portal in order to tender for work with the Council by September 2018</u>	Finance	This was arranged and held in Honiton on 24th May. It was well attended by current and potential suppliers to the Council with the event attended by Leader of the Council and the previous and existing lead members for procurement
Achieved	EH-PA-2402	<u>We will find innovative ways to promote inspection outcomes under the Food Hygiene Rating Scheme (FHRS) and to review the ways in which we draw attention to those outcomes. This will provide a clear incentive for businesses to improve their compliance with regulatory standards we will clearly and expressly identify businesses who have achieved improved scores and those who have not. We will report to Members</u>	Env Health & Car Parks	We now publish monthly online reports that identify businesses inspected during the previous month highlighted whether their food hygiene rating scheme score has stayed the same, improved or (where cores have gone down) that they are a business that we are working with to help them improve again

Service Plan Objectives - Priority 2 v2

Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>in July 2018 to raise awareness of the Scheme</u>		
Achieved	pla-PA-2370	<u>To work closely with the Exeter Science Park Company and other stakeholders on an updated masterplan for the Science Park to provide clarity for future investors and ensure its continued delivery. The plan to be reported to Members for endorsement by the end of 2018</u>	Planning Strategy and Development Management	An updated masterplan for Science Park has now been prepared and endorsed by Strategic Planning Committee at their meeting on the 4th September.
Achieved	EH-PA-2405	<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 during May 2018 and we will report the outcome with recommendations to Members in September 2018</u>	Env Health & Car Parks	completed earlier this year
Achieved	HOU-PA-2346	<u>We will develop the SWITCH job club preparing more young people for work and deliver a range of social activities through our community development work</u>	Housing	We now have three SWITCH clubs, offering a variety of activities to a range of children in Exmouth, Axminster and Honiton. Many of the activities are designed to be educational, and to help prepare them for further education or work. This quarter we have continued to help prepare more young people for work/learning with a range of activities, appropriate to age of the young people, and we have also run our first Right Track programme offering individual coaching for specific recipients.
Variation	EH-PA-2404	<u>We will implement a new car parks management back-office management solution that will enable us to offer a more customer friendly and efficient service as customers will have an option of being able to make purchases, changes or to lodge appeals against penalty</u>	Env Health & Car Parks	We are continuing to work with Strata and their supplier. There have been further delays and additional project costs with a current issue now requiring an upgrade to a newer version of software and construction of a "test" database. The "test" phase has stalled and unfortunately we were not in a position to offer customers our new range of permits via an online self service portal from 1 April 2019.

Service Plan Objectives - Priority 2 v2

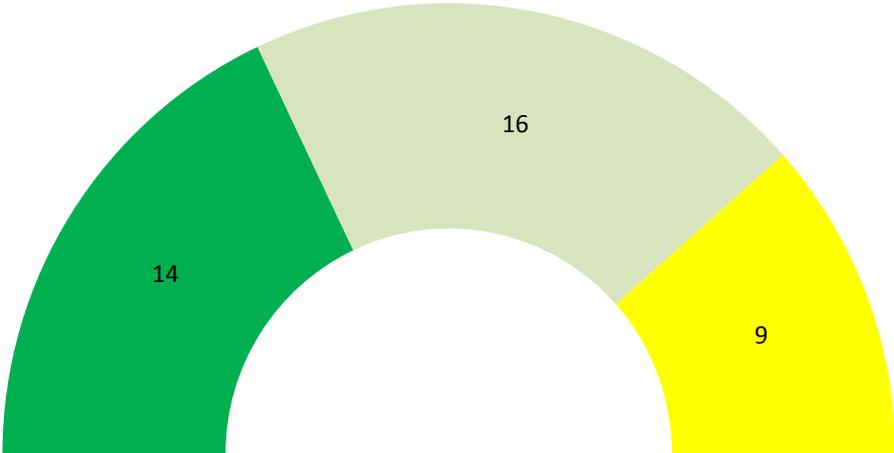
Priority: Developing an outstanding local economy

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<p><u>charges themselves online.</u></p> <p><u>We will work with Strata and Teignbridge District Council to have this in place by December 2018.</u></p> <p><u>This new system will incorporate new handheld devices which will make our service more efficient with real time uploads of permit details going out to the enforcement team and any penalty charge details downloaded and available to the customer online on the same day</u></p>		
Achieved	HOU-PA-2345	<p><u>We will maintain effective rent management by collecting 99%+ of rent due assisted through the provision of financial and welfare benefit advice to help optimise tenant's household income</u></p>	Housing	<p>The rent collection figure for this quarter is 99.52% which is an incredibly positive achievement, given the negative effects Universal Credit has been having on the ability of some individuals to pay. This is testament to the Rental team's hard work and tenacity when it comes to supporting tenants to sustain their tenancies.</p>

PRIORITY THREE: Delivery and promoting our outstanding environment

Service Plan Objectives - Quarter four results 2018/19



Number of Measures
(Total measures for outcome = 39)

■ Achieved ■ On Track ■ Variation ■ No Data ■ Blank

Progress towards
outcome

Service Plan Objectives - Priority 3 v2

Annual report for 2018/2019

Arranged by Aims

Filtered by Aim: Priority Delivering and promoting our outstanding environment

Key to Performance Status:

Key Strategic Objective:	Milestone Missed	Achieved	On track	Variation	Concern	No Data available
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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
Achieved	str-PA-2399	<u>Apply for Green Flag awards at Connaught Gardens and Manor Gardens; in addition to these, progress applications at other sites such as The Glen Honiton and Seaton Seafield Gardens. These serve as quality marks of the standard of open space we provide.</u>	StreetScene	We have successfully applied for and been awarded Green Flags for Connaught Gardens and Manor Gardens. These important chartermarks signal to residents and visitors alike that we value our high quality green spaces, they serve to attract visitors to our areas and help to underpin our health and wellbeing agenda. A huge amount of work from our small parks team has gone into this, including extensive support of and work from volunteer groups.
Achieved	str-PA-2401	<u>Axmouth Harbour Port Marine Safety Code (PMSC) and safe systems of work – review the draft code in consultation with the Harbour Management Company and adopt a PMSC so that we meet our statutory duties. Adopted PMSC in and working by Autumn 2018</u>	StreetScene	
Variation	str-PA-2393	<u>Work with partners and stakeholders to assess requirement for a Beach Management Plan (BMP) at Budleigh and secure funding for the production of a BMP for Budleigh beach, and plan for 5 yearly updates for all beach management plans. Submit scope of plans to EA for addition to the MTP and try to access FDGiA (flood defence grant) funding for production of plans and future management works Initial budget estimate into 2019/20 budget setting process, if project</u>	StreetScene	Need for BMP under review, and will await confirmation of timeframe for Lower Otter Restoration project

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>is required following scoping BMP to be delivered in 2019/20.</u>		
Variation	str-PA-2394	<u>Develop a Beach Management Scheme for Sidmouth (based on the recommended option from the Beach Management Plan) for submission to Environment Agency for approval and access to FDGiA (flood defence grant) funding.</u> - <u>Submit Outline Business Case to EA mid 2018 for approval of DEFRA funding.</u> - <u>Permissions (land and marine based planning) to follow on, with works to be tendered to start in 2019 subject to partnership funding.</u>	StreetScene	Delay due to additional time to obtain sufficient partnership funding
Variation	str-PA-2400	<u>Linking with our recently adopted Green Space Plan, complete the update of our Play Strategy to improve outdated sites, ensure appropriate provision and 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. Implement GSP Children & Young People's space policies 1-4 by end 2018</u>	StreetScene	Delay due to resourcing, revised target of adoption mid 2019
Achieved	Cou-PA-2437	<u>Continue to support the work of Villages in Action through its new delivery body Carne to Cove ensuring that East Devon's rural communities benefit from high quality cultural & artistic performances.</u> • <u>Support rural touring programme in 11 rural communities across district</u> • <u>Support delivery of Arts Council England funded 'Locomotor' project in targeted rural communities both new and existing to bring in a sustainable model for rural performing art</u>	Countryside, Arts and Leisure	Carn to Cove delivered a successful Villages in Action programme under their new management maintaining a programme of high quality performing artists, shows and exhibitions across East Devon's rural communities. A new programme of international artists was also introduced through a successful European funded programme as well as a new "rural hub" programme being trialled from Honiton's Beehive Centre that provides performances such as live streaming opera and theatre from the National Theatre. Carn to Cove also provided live streaming performances for the new Queens Drive venue during the summer which was very popular.
Variation	EPP-PA-2329	<u>Continued delivery of the Green Infrastructure Strategy for the Growth Point area by bringing</u>	Growth Point Team	Alignment of proposed Clyst Valley Trail being revisited following further engagement with DCC.

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>forward the first stretch of the Clyst Valley Trail by Jan 2019</u>		
Achieved	Cou-PA-2425	<p><u>Co-ordinating with Active Devon, Led & Public Health Officer develop a programme of health walks, green gym project and GP referral scheme that helps to deliver the East Devon Public Health Plan through the Sport England Connecting Actively to Nature fund.</u></p> <ul style="list-style-type: none"> <u>• Active Ageing award from Sport England - £750,000 5 year project, to help those 55yrs+ to become more active outdoors/in nature and to improve their health and wellbeing.</u> <u>• Project to deliver focus groups with tenants within Exmouth, Seaton and Axminster working with Age UK</u> <u>• Groups to gather key evidence to help inform activities to support in the delivery stage.</u> <u>• From May 2018 the project will be agreeing SLA's with partners (27 in total) across Devon to deliver a programme of activities that will work with target of 15,000 people county-wide.</u> 	Countryside, Arts and Leisure	Successful walking for health programme delivered by LED
Achieved	Cou-PA-2424	<u>Deliver Countryside outreach work programme within targeted housing tenanted communities across East Devon collaborating with Community Development Workers on outdoor learning, health & wellbeing outputs.</u>	Countryside, Arts and Leisure	
Variation	str-PA-2396	<u>Continue to work with the 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. The EA are leading this project, timescale is under their control. Construction due to commence 2019.</u>	StreetScene	Construction commenced on site, some delays due to ground conditions Note. project delivered by others
Achieved	Cou-PA-2433	<p><u>Delivery of the Tesco's bags for life grant award on supporting workshops and enhancing the garden at the Thelma Hulbert Gallery (THG)</u></p> <ul style="list-style-type: none"> <u>• Working with Artist Michael Fairfax on accessible art</u> 	Countryside, Arts and Leisure	Michael Fairfax garden piece installed. Exhibition linking to East Devon Way Project , September – October 2018 – Featuring South West Artists, local community partnerships - linking with East Devon AONB countryside and partners - funded by Arts Council and

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>installation with linked workshops.</u> <u>Increasing outreach and engagement.</u>		other funders. Linking in with Devon Open Studios
On track	EEP-PA-2331	<u>Delivery the Great Tree programme working with key partners by March 2019</u>	Growth Point Team	Major tree planting exercise completed. Working with three local schools to collect tree seed with a view to further planting.
On track	Cou-PA-2426	<u>Develop a management proposal for Barratt Taylor Wilson and Cavanna Homes on the Tithebarn Lane development for the management of the newly created Minerva Country Park.</u> • <u>EDDC Countryside take on management of site summer/autumn 2018</u> • <u>EDDC Countryside agreed with developers an annual management charge for delivering an agreed programme of events, community engagement & wildlife management.</u> • <u>Set up local residents volunteer group by March 2019 to assist with site management and links to health & wellbeing agenda</u>	Countryside, Arts and Leisure	The management proposal was accepted by the housebuilders some 12 months ago and Countryside has been waiting to take on the management of the Country Park since the beginning of the 2018/19 year. The delay has been due to the slow sales of homes on the site and so not enough revenue has been generated through the estate rent charge to enable the team to begin management activities. It is still planned to start the management arrangement at some point in 2019/20.
Achieved	Cou-PA-2427	<u>Develop and submit a Wild Exmouth Heritage Lottery Fund bid for supporting volunteering, outdoor learning and public events programme on the town's LNRs and Valley Parks green spaces.</u> • <u>Carry out consultation phase and submit bid to Heritage Lottery Fund by Spring 2018</u> • <u>Secure support from Exmouth Town Council, Transition Exmouth, Exe Estuary Management Partnership, Active Devon and Devon Public Health.</u> • <u>Project proposal is a 3 year project with a part time project officer delivering green space enhancements and developing volunteer capacity within Exmouth.</u>	Countryside, Arts and Leisure	
On track	Cou-PA-2429	<u>Develop Tree Enforcement policy, trees website and new Eztreev software as part of the systems thinking redesign work.</u> • <u>Implement new trees software Ezzytreev to be fully operational for Arboricultural and Streetscene Officers</u> • <u>Systems thinking outputs: Create & promote new trees webpage to incorporate comprehensive</u>	Countryside, Arts and Leisure	Through the ongoing systems thinking work within the Tree team this year we have managed to launch a new trees website with online Tree Preservation Order checking function, lagan reporting process for general enquiries and specific enquiries from the public about tree related matters. This has meant the Tree Officers have managed to free up more time to carrying out site inspections. Further

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>information on all aspects of tree management, provide an on line enquiry functionality & TPO check facility, redesign of TPO and TCA consultations, development of a Tree Enforcement Policy for EDDC Planners.</u>		work is required on working with Development Management to produce a Tree Enforcement Policy that ties in with a wider Planning Enforcement policy statement being led by the Development Management Service Lead.
Variation	str-PA-2391	<u>Feniton flood alleviation scheme - Following the successful tender and risk reduction work for Phase 3 – the under track crossing – deliver this phase and Phase 4 to complete the Feniton flood alleviation scheme. Tender phase 4 works in early 2018 for completion by 2019/20</u>	StreetScene	UTX on programme for October subject to agreement for implementation Phase 4 programmed 2020
On track	str-PA-2397	<u>Review our green and open spaces through implementation of our adopted Green Space Plan up to 2027. Large scale plan with individual policy objectives. - Corporate Green Space policy 1 – Survey, plot and categorise all council managed green/open space across the district (including housing land, and allotment sites); assess sites based on a range of criteria including; strategic importance, accessibility, alternative or additional use, levels of use, amenity value, ability to protect our outstanding environment and cost. Identify which sites are suitable for retention, community transfer or disposal taking into account our corporate policies, our Local Plan and open space study.</u>	StreetScene	The review of our sites has yielded a very complex picture with many sites being very important green space amenities. The categorisation has not yielded a neat set of sites to keep and sites to devolve to others. We will now need to report to Asset Management Forum (AMF) (work paused due to budget setting for 2020) and SMT to agree how we take this work forward.
On track	Cou-PA-2428	<u>Habitat and species recording programme on LNRs to form part of the Team's annual monitoring and review process. Develop project work from state of the environment reports from the review work.</u> <ul style="list-style-type: none"> • <u>Set up site monitoring & recording programme across all LNRs</u> • <u>Engage EDDC Countryside volunteers on Trinity Hill LNR, Knapp Copse LNR, Holyford Woods</u> • <u>LNR and Seaton Wetlands & other wildlife groups e.g Butterfly Conservation to help record data.</u> • <u>Results will provide a comprehensive picture of the</u> 	Countryside, Arts and Leisure	

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>“health” of EDDC LNRs in relation to key species and habitats and will help target management works and funding bids.</u>		
On track	Cou-PA-2431	<p><u>High profile exhibitions at the Thelma Hulbert Gallery planned for 2018/19 to deliver footfall and income targets</u></p> <ul style="list-style-type: none"> • <u>Nationally significant Crafts Council touring exhibition of Automata (mechanical sculpture) March – May 2018. Funded by Arts Council.</u> • <u>THG Open June – August 2018 – brings in sponsorship, entry income and sales. Target income £3K revenue in entrance fees (100% profit) & £4k exhibition sales (THG commission 40%). Open to Artists from the South West region both amateur and professional.</u> • <u>Exhibition linking to East Devon Way Project , September – October 2018 – Featuring South West Artists, local community partnerships - linking with East Devon AONB countryside and partners - funded by Arts Council and other funders. Linking in with Devon Open Studios.</u> • <u>Touring Arts Council Exhibition from Southbank, London. “On Paper” start of 2019 (funded by Arts Council) – Internationally significant touring exhibition featuring high profile Artists.</u> • <u>Visitor footfall target 2018/19 – 13,500</u> • <u>Income target 2018/19 - £45,000</u> 	Countryside, Arts and Leisure	<p>Touring Arts Council Exhibition from Southbank, London. “On Paper” start of 2019 (funded by Arts Council) – Internationally significant touring exhibition featuring high profile Artists.</p>
On track	Cou-PA-2430	<p><u>Hillcrest and Exmouth GI proposals – as part of Valley Parks development</u></p> <ul style="list-style-type: none"> • <u>Hillcrest Community Nature Reserve to be opened to public July 2018.</u> • <u>Mapping Exmouth green space & new interpretation work to be delivered through the Wild Exmouth Project.</u> • <u>Valley parks wildlife development/volunteering will take place as part of the above project.</u> 	Countryside, Arts and Leisure	<p>Countryside took on the management of Hillcrest Community nature Reserve in 2018/19 and has integrated its management into the team's Wild Exmouth project. Site works have been carried out with coppicing, path improvements and also recruiting local volunteers to help with the site's ongoing management.</p>
On track	Cou-PA-2434	<p><u>Manor Pavilion Theatre bring forward proposal for internet ticket sales system that works for the venue. Working with Strata to</u></p>	Countryside, Arts and Leisure	<p>Work has started in January 2019 to deliver this system with Strata carrying out the procurement process and appointing Spectrix a market leader to</p>

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>bring in system software to meet 24 hour demand for theatre tickets – will help boost sales</u>		install the software. Further work is still required in 2019/20 to ensure it is "live" and functional for the Summer Season which starts in June. However it is anticipated that this new system will help sell more tickets and provide a customer service that is much more flexible for the buying of tickets outside box office hours.
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
Achieved	Cou-PA-2435	<u>Promote the Manor Pavilion Theatre's page on trip advisor, through the What's On guides. This will help achieve promotion and marketing of venue for potential artists as well as reaching new audiences</u>	Countryside, Arts and Leisure	The theatre is currently the number one venue for customer satisfaction on trip advisor for visitor experience when Sidmouth is entered into the search engine due to the significant amount of positive reviews the theatre has had from its customers.
Achieved	str-PA-2398	<u>Seaside Awards and Blue Flag - Following this year's Excellent water quality results at all of our beaches; work towards application for Blue Flag at Exmouth and Seaside awards at other locations (Exmouth for Blue Flag as we have the appropriate infrastructure and education to meet the criteria).</u> <u>We will apply for the following; 2018 Seaside award Exmouth and Seaton, 2019 Seaside award Sidmouth and potentially Budleigh, 2020 Blue flag Exmouth.</u>	StreetScene	
Variation	str-PA-2395	<u>Seaton Beach Management Scheme to produce the outline design, environmental impact assessment and outline business case to reduce the risk of erosion between Seaton, and Seaton Hole. Consideration of acceleration of works to line up with Sidmouth scheme and make efficiencies in construction 2019/20.</u>	StreetScene	Funding for works likely delayed til 2021, additional partnership funding likely to be required
Achieved	fin-PA-2309	<u>Set up process and procedures to be able to deal with the implementation and operation of the</u>	Finance	objective achieved with ease and green waste scheme was live by the set date. To date we have signed up

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>new Green Waste Scheme by May 2018 go live date</u>		in excess of 9000 green waste bins generating £460K plus
On track	Eco-PA-2422	<u>Support and enable the delivery of a Watersports centre on Exmouth seafront which is proposed for a decision at DMC by early summer 2018 and commence development in early 2019</u>	Regeneration & Economic Development	Agreements have been finalised with Grenadier Estates for delivery of the watersports centre in Exmouth. Grenadier are expected to commence works on site in summer 2019 and complete in summer 2020. Edge Watersports and Michael Caines have been confirmed as tenants for the centre.
On track	Cou-PA-2438	<u>Support the delivery of EDDC Green Space Plan 2016-2026 and implementation of Corporate policies and ambitions through the GSP Implementation Group</u> <ul style="list-style-type: none"> • <u>Working with Major Projects team to deliver financially sustainable green spaces – Minerva CP proposal</u> • <u>Review of events offer & charging</u> • <u>Wild Exmouth HLF proposal and audit of our green spaces</u> • <u>Refreshing LNR interpretation and on site info panels and boards</u> 	Countryside, Arts and Leisure	Good progress has been made with delivering the Green Space Plan working in collaboration with Streetscene and Housing teams. A categorisation of green spaces exercise has been completed which evaluates all of EDDC's green spaces against a set of specific criteria developed by CABE that ranges from their infrastructure, contribution to health and wellbeing and value to wildlife. This has enabled the ranking of all the Council's green spaces in terms of their strategic value and will be presented to AMF for consideration in 2019/20.
Achieved	CS1-PA-2259	<u>The Customer Service Centre (CSC) will be responsible for defined deliverables within the implementation of the new recycling scheme.</u> <u>Changes will need to be implemented to the CSC processes and systems and staff training provided and appointment of temporary staff.</u>	Customer Service	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.
On track	Cou-PA-2432	<u>The delivery of the THG's outreach learning programme with funding from Arts Council England.</u> <ul style="list-style-type: none"> • <u>Workshops during Arts Council Supported Exhibitions - funding in place for these until November 2018 .</u> • <u>Self-supported Adult workshops continuing monthly.</u> 	Countryside, Arts and Leisure	With the confirmation of ACE Funding we'll be introducing a new project for 2019 TBC. This will include a key Arts Award project bringing together marginalised groups of young people with members of the Memory Café to encourage inter-generational discussions.
Achieved	Cou-PA-2436	<u>To increase and promote the Summer Season success at the Manor Pavilion Theatre, reaching new audiences. Ensure summer season exceeds ticket sales and audience numbers from 2017 season</u>	Countryside, Arts and Leisure	The 2018 Summer Season has been the most successful in terms of ticket sales and audience numbers since Paul Taylor Mills took on the production of the season. There was a 12% increase in ticket sales from 2017 with more people buying the discounted 3 month season ticket.

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
				The theatre still offers the UK's only weekly standing repertory season and its success has enabled Paul Taylor Mills to work with theatres in Chesterfield and Windsor who are keen to replicate this critical and commercially successful programme which is a great accolade to the Manor Pavilion theatre.
Achieved	pla-PA-2372	<u>To produce a built environment heritage strategy that details how we will protect and preserve the built heritage of the district between now and 2031. The strategy to be presented to Members in September 2018 and then consulted on, amended and then adopted in early 2019</u>	Planning Strategy and Development Management	The Heritage Strategy has been completed. It sets out tasks to be undertaken and no doubt in due course the strategy will need to be reviewed.
Variation	pla-PA-2373	<u>To produce a Householder Design Guide and progress a District Design Guide by May 2019 to improve the quality of new buildings and places to enable the development of places that work</u>	Planning Strategy and Development Management	Work on the District Design Guide is on-going with the expectation of a consultation document going to committee in summer 2019. A Householder Design Guide is no longer being produced by the Planning Policy team as guidance appears on the Development Management pages of the Council web site.
Achieved	EH-PA-2406	<u>We will continue to work in partnership with the Environment Agency to ensure that the public have access to good quality information allowing individuals to make informed decisions about swimming in East Devon's classified bathing waters</u>	Env Health & Car Parks	We now provide information on water quality for the public on all of our designated bathing water beaches.
On track	HOU-PA-2348	<u>We will deliver through the Cosy Devon Partnership schemes to improve energy efficiency measures in the private sector</u>	Housing	Through the Cosy Devon partnership we work with Agility Eco who provide a scheme called LEAP which provides advice to householders on energy efficiency measures as well as arranging where appropriate measures to be installed. We also have published an Eco Flex statement for installers to apply relevant customers to in order to provide energy efficiency measures this is beginning to gather pace. Through our Eco Flex statement we are able to provide small additional funding where customers have a shortfall between the cost of the measures to be installed and the

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
				funding that the installer has available through their bids into the Energy Company obligations funds. We have recently presented and had approved a Devon Wide Housing Assistance Policy which includes Eco Flex Funding. The funds for Eco Flex measures is coming from the Better Care Fund allocation and supports our work with vulnerable, elderly and disabled people within East Devon. This is a complex area of work and being part of the Cosy Devon Partnership with other Devon Authorities and Devon County Council provides East Devon with shared expertise as well as greater opportunities to provide advice and where possible energy efficiency measures to our householders. The new Eco Flex funding is working well. Figures for this scheme will be available for Quarter 4. Through utilising the Better Care Fund to assist eligible customers with relevant measures we have spent £7154.92 which equates to 14 households and committed £26,133 towards both Eco Flex and Accessible Homes.
On track	EH-PA-2408	<u>We will design and implement a project to provide evidence to inform planning consultation responses and both strategic and development planning decisions in the area of the A3052/A376 major routes at Clyst St Mary. Data will be acquired describing traffic characteristics and air pollution indicators will be the basis of this evidence. We will start acquiring air pollution data following the installation of monitoring equipment in August 2018</u>	Env Health & Car Parks	This project is ongoing. Data collection will continue until we have sufficient to inform decisions.
On track	EH-PA-2407	<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	Air quality continues to be monitored each month and the annual figures published.
On track	HOU-PA-2347		Housing	

Service Plan Objectives - Priority 3 v2

Priority: Delivering and promoting our outstanding environment

Key Strategic Objective

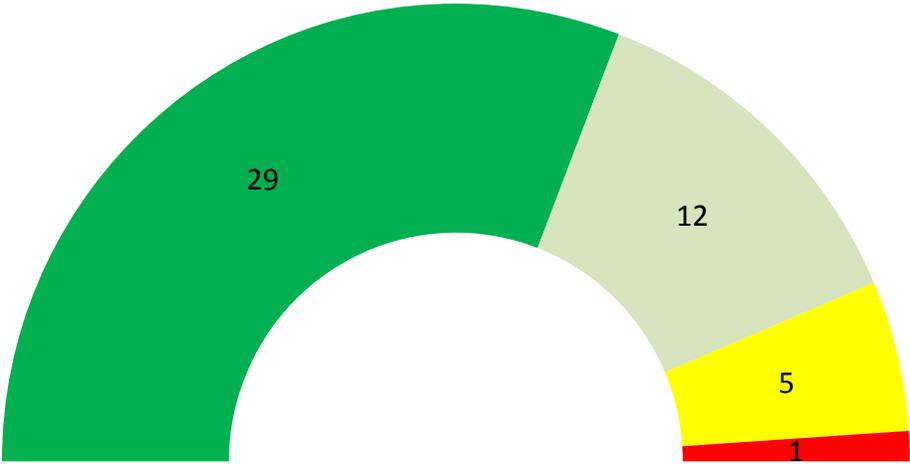
Objective Status	Code	Objective	Service	Comments
		<u>We will promote and install energy efficiency measures in Council properties to benefit tenants through reduced utility bills</u>		We raise awareness of these issues through any opportunity in order to ensure tenants are aware through avenues such as Housing Matters. The boiler upgrade project currently ongoing
Variation	str-PA-2392	<u>Whimble Flood Alleviation Scheme - Appoint a consultant to prepare design and build tender; and contract early 2018, for completion of flood relief culvert by end of 18/19 financial year.</u>	StreetScene	Draft contract under review, tender out early Summer subject to agreement

PRIORITY FOUR: Continuously improving to be an outstanding council

Service Plan Objectives - Quarter four results 2018/19

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Progress towards outcome



**Number of Measures
(Total measures for outcome = 47)**

- Achieved
- On track
- Variation
- On Data
- Concern

Service Plan Objectives - Priority 4 v2

Annual report for 2018/2019

Arranged by Aims

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

Key to Performance Status:

Key Strategic Objective:	Milestone Missed	Achieved	On track	Variation	Concern	No Data available
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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-2364	<u>Act as client lead for Strata ensure that IT delivery into the Council is the right IT, in the right place at the right time to support service improvement, our worksmart strategy and digital services platform</u>	Organisational Development	Processes are now improved and working effectively to ensure that there is better line of sight for managers in terms of project updates. Work has included a better on line portal, better project management documentation and a regular 6 weekly meeting between SMT + and Strata management team.
Achieved	OD-PA-2351	<u>Act as client sponsor for Strata in relation to telephony roll out to the rest of the Council in advance of relocation and ensure roll out is complete by end June 2018</u>	Organisational Development	The roll out of new telephony across the Council is now complete and the old system has been switched off. Staff have been reminded that they are individually responsible for keeping their telephony up to date particularly in relation to voicemail and call forwarding. The next stage is to train superusers to ensure that services can change call forwarding etc. As part of this implementation we now have much better management information regarding calls - such as calls received, calls abandoned etc. We will now ensure that each Service Lead engages with Strata to understand the telephony data in their area and we will start to incorporate telephony data into our performance reporting corporately.
Achieved	OD-PA-2352	<u>Arrange and carry out 121 consultation for all those relocating to Honiton by November 2018</u>	Organisational Development	
Achieved	OD-PA-2355	<u>Carry out post relocation workshops to understand issues remaining following relocation</u>	Organisational Development	
Achieved	OD-PA-2353	<u>Collate details of special requirements for workstations by October 2018</u>	Organisational Development	

Service Plan Objectives - Priority 4 v2

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
On track	P&E-PA-2385	<u>Commercial property income generation</u> <u>a) Delivery of strategy for investment in commercial property to generate income – by Oct 2018</u> <u>b) Identifying investment opportunities, minimum x5 – by Oct 2018</u>	Property and Estates	Commercial Investment Framework adopted by Cabinet on 6th February. Availability of £20,000,000 funding being taken to Council on 27th February.
On track	LGL-PA-2319	<u>Continue to provide an integrated interdisciplinary legal service for major projects – including office relocation and regeneration projects</u>	Governance and Licensing Services	
On track	Eco-PA-2423	<u>Continue to pursue opportunities for securing external funding to enable projects to be taken forward that will promote East Devon as a location for business growth and for tourism growth. Put in 3 bids in the year including CCF and ERDF</u>	Regeneration & Economic Development	A funding bid has recently been submitted to Government for the Future High Streets Fund initiative for Axminster. The outcome will be known in June.
Variation	pla-PA-2374	<u>Continue to work in partnership with our neighbouring authorities within the Greater Exeter area on a Strategic Plan (GESP) for the area and look at joint ways of funding and delivering infrastructure within the area so that a draft Greater Exeter Strategic Plan is ready to be published in June 2019</u>	Planning Strategy and Development Management	It is now intended to consult on site options and policies in the summer with a consultation on a draft GESP towards the end of the year and a revised timescale has now been agreed with Strategic Planning Committee.
Achieved	fin-PA-2312	<u>Corporate Fraud & Compliance – Undertake 2 service reviews in line with the strategy and present findings to SMT and A&G by January 2019</u>	Finance	Work complete and reported to SMT with a report going to the next A&G meeting.
Achieved	LGL-PA-2324	<u>Decrease the number of Licensing pages on the website by March 2019</u>	Governance and Licensing Services	Objective Completed: 4 web pages and 26 sub-pages have been removed from the Licensing Section website
Achieved	OD-PA-2357	<u>Deliver new intranet and content using gov. delivery principles ready for soft launch in October 2018</u>	Organisational Development	
Achieved	OD-PA-2365	<u>Develop and implementing communication and consultation strategies for key regeneration projects as required and in support of service objectives</u>	Organisational Development	
Achieved	OD-PA-2361	<u>Develop communications team remit through business case</u>	Organisational Development	

Service Plan Objectives - Priority 4 v2

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>for digital platform and recruitment of Digital Communications/Digital Services Officer by September 2018.</u>		
Achieved	OD-PA-2363	<u>Develop Council jobs website to ensure we can attract talent and make the process for applying for a job as easy as possible. Timescale – contingent upon Strata priorities</u>	Organisational Development	
Achieved	OD-PA-2360	<u>Develop survey in consultation with SMT and carry out Residents' Viewpoint Survey by June 2018. Develop action plan with SMT following feedback/results.</u>	Organisational Development	
Achieved	OD-PA-2354	<u>Development of welcome to Honiton pack detailing information across HR, Strata, H&S, Property Services and Car Parking and deliver via the intranet by November 2018</u>	Organisational Development	
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
Achieved	LGL-PA-2318	<u>Ensure all FOI requests / complaints are responded to within stipulated timescales but with aim of responding significantly quicker with an average response time of 8 days</u>	Governance and Licensing Services	Timescales met on all bar one FOI requests. The one failure was due to a IT system failure which meant we couldn't send the response in time which was ready to be sent. A couple of complaints went beyond but were with agreement with the parties and were due to the complexities of the issues involved.
On track	fin-PA-2310	<u>Ensure the Council agree a Strategy to develop balanced budgets through the life of the existing Financial Plan 2018/19 – 2027/28</u>	Finance	
On track	LGL-PA-2322	<u>Increase recoverable legal fee income with review of fees and charges by April 2019</u>	Governance and Licensing Services	
Variation	LGL-PA-2323	<u>New combined Cemeteries Regulations preparation, consultation and approval by Council (for all 3 council cemeteries) by February 2019</u>	Governance and Licensing Services	This Objective could not be concluded within the timescales, being reliant upon associated projects namely a) To Introduce New Cemetery Burial Software (introduced 1st April 2019), b) Introduction of revised procedures and working arrangements involving

Service Plan Objectives - Priority 4 v2

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
				Licensing & StreetScene staff (summer 2019) and c) Requirement of a further Consultation process to be requested through Cabinet in mid 2019, this will be to fully ensure and satisfy the previous Consultation that was conducted in 2017. The date to revise and adopted Cemetery regulations has rolled over to September 2019.
Achieved	EH-PA-2411	<u>The way in which our customers pay for their parking is evolving. We have very recently introduced a contactless card payment option in some of our car parks alongside the more established chip and pin card payments and payments by mobile phone options that have been in place for some time. Payments by cash are still accepted and of course pre-purchase of a permit on line or by post in a popular option. All of the payment systems have advantages and disadvantages including ease of use and costs to the Council. We will produce a report with recommendations for consideration of the way forward including opportunities for incentivising our preferred options by March 2019</u>	Env Health & Car Parks	Procurement is now underway and new contactless technology will allow contactless card payments in most of our busy car parks this year.
Achieved	P&E-PA-2387	<u>Preparation of a fully costed plan on what the development of a mapping solution integrated with the Council's property data will deliver and the resource required – 1st Oct 2018</u>	Property and Estates	Mapping solution now in place and project complete. Further work is being progressed to ensure greater depth of data to sit behind mapping.
Achieved	fin-PA-2311	<u>Prepare 2017/18 Accounts to an appropriate standard that requires no additional audit days. Accounts to be completed by end of May 18 – this being a month earlier in accordance with the new statutory deadline.</u>	Finance	Accounts approved at July Audit & Governance committee meeting. Excellent report from external auditors KPMG; unqualified opinion on Accounts and Value for Money conclusion
Variation	fin-PA-2313	<u>Prepare report for SMT and Cabinet on the implications and proposals of Land Registry</u>	Finance	Land registry (LR) is currently working with 20 local authorities in the first tranche, and the first one went live on 11

Service Plan Objectives - Priority 4 v2

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>managing property searches by March 2019</u>		July 18. There is a meeting to look at the issues by the LR that we are attending in Exeter on 21 Aug, it is hoped that that we give us a better idea of the impact on Local Land Charges (LLC). We do not know at this time when EDDC will be selected to transfer the LLC1 to the LR, but they have stated because we are moving it will not be within the next 12 months. I do not know how this will affect Local Land Charges until we have had information back from the local authorities that were in the first tranche. there is nothing further to report. Please note, that we may not get selected until 2023 as that is the final tranche of local authorities.
Achieved	OD-PA-2359	<u>Produce gender pay gap data in accordance with legislation and communicate to Cllrs and publish on our website. Take associated action to deal with pay gap in relation to implementing a women in management course</u>	Organisational Development	
Achieved	OD-PA-2350	<u>Provide Change management training for colleagues who require this in relation to Moving and Improving during 2018</u>	Organisational Development	
On track	LGL-PA-2320	<u>Provide legal advice input to the Strategy to be adopted and implemented for maximising the value of the Council's property assets</u>	Governance and Licensing Services	
Achieved	LGL-PA-2321	<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 routinely throughout the year.
Achieved	OD-PA-2356	<u>Provision of WorkSmart data to IT and Relocation Team in September 2018</u>	Organisational Development	
On track	EEL-PA-2333	<u>Raise the profile of the area by ensuring that key achievements are clearly communicated, the Enterprise Zone is promoted and potential awards are applied for. Regular news items and</u>	Growth Point Team	Key funding decisions and achievements are accompanied by press releases. New Enterprise Zone website launched.

Service Plan Objectives - Priority 4 v2

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>promotions with a minimum 8 in year</u>		
Achieved	LGL-PA-2317	<u>Reduce (non-land charges related) FOI requests where information has to be provided by carrying through the Council's stated transparency aims by 5% by April 2019</u>	Governance and Licensing Services	Reduction in Q4 FoI numbers and an overall reduction compared to Yr 17/18.
Achieved	OD-PA-2358	<u>Review and make recommendations in relation to essential user allowance with a view to achieving savings as outlined in the Transformation Strategy – circa £130k. Implement following negotiation with UNISON during 2018-2021 in a phased implementation plan</u>	Organisational Development	Approach agreed with UNISON and is now being implemented.
Achieved	LGL-PA-2325	<u>Review Member Welcome programme from 2015 and prepare new Welcome programme for 2019 elections to be ready by April 2019</u>	Governance and Licensing Services	The Welcome- Induction & Refresher Training Programme for new and re-elected Councillors after the May Elections 2019 has been developed and agreed with the Member Development Working Group and Portfolio Holder - Corporate services, as well as SMT. A full programme has been developed including the regulatory and mandatory elements for members, to enable them to commence their Council duties after the election and sit on Committees as soon as they have been allocated to specific committees and bodies at the Annual Council meeting on 22 May 2019.
On track	P&E-PA-2386	<u>Scoring of EDDC 'non-housing' and HRA 'non-housing' assets based on financial and non-financial performance – 1st Dec 2018 end date</u>	Property and Estates	
On track	EEP-PA-2332	<u>Support the development of the Greater Exeter Strategic Plan, ensuring that an effective delivery model for new strategic sites is embedded at the earliest opportunity and support is secured from Government</u>	Growth Point Team	Revised timetable agreed. Key documents under development.
On track	EEP-PA-2330	<u>Support the ongoing operation of the Habitat Regulations Executive Committee;</u> <u>• Implement investment decisions. OneSANGs already in place and 2nd investment</u>	Growth Point Team	Next Committee meeting planned for April. This will consider the business plan for the next year.

Service Plan Objectives - Priority 4 v2

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>secured and delivered by March 2019</u> • <u>Implement on site management measure eg wildlife refuges to go live Sep 2018</u> • <u>Bring forward a proposal for in perpetuity funding arrangements by Oct 2018</u>		
Achieved	OD-PA-2349	<u>Support to moving and improving project including: Arrange and carry out WorkSmart Workshops for all remaining colleagues to engage people in new ways of working associated with Moving and Improving by September 2018.</u>	Organisational Development	WorkSmart workshops have been carried out to engage and update staff about the progress of Blackdown House, details of the WorkSmart principles and to ensure two way dialogue so that issues are raised up and dealt with. The Workshops have also been held for managers to ensure clarity on key policy in relation to the move.
Concern	pla-PA-2376	<u>To continue to monitor building control fees and make competitive bids for work that more than cover the costs of the service in order to maintain and where possible increase our annual fee surplus of at least £25,000 by the end of March 2019</u>	Planning Strategy and Development Management	Budget monitoring period 11 indicates that our current Surplus for year 2018/19 is £18,798, this is £6,202 less than the target amount.
On track	pla-PA-2375	<u>To continue to work to maintain and where possible increase the Council's market share in building control plan checking and inspections to 70% of the market or higher by May 2019</u>	Planning Strategy and Development Management	All evidence suggests that we maintain a market share of around 70%, however fee income has dropped in recent months and a review of fees suggests that these should be increased to reflect increase costs since they were last changed back in 2010.
Achieved	pla-PA-2378	<u>To develop and fully implement a largely automated system for undertaking the monitoring of housing delivery in the district such that the Council's 5 year housing land supply position can be consistently monitored with minimal resource by October 2018</u>	Planning Strategy and Development Management	The database is now up and running and being used. There will always, however, be scope to refine and improve what we have and future amendments may be needed to reflect new monitoring requirements or data/output needs.
Variation	pla-PA-2377	<u>To review our CIL charging schedule and Reg 123 list to ensure income from CIL towards the delivery of infrastructure is maximised without making developments unviable by the end of 2018</u>	Planning Strategy and Development Management	The first round of CIL charging Schedule consultation was concluded in early 2019 and second stage of consultation is scheduled for summer 2019 with examination to follow and adoption later in 2019/early 2020, the Regulation 123 list will be completed within these timescales.
Achieved	OD-PA-2362	<u>Update key employment policy for EDDC and Strata in relation to legislative changes and</u>	Organisational Development	

Service Plan Objectives - Priority 4 v2

Priority: Continuously improving to be an outstanding council

Key Strategic Objective

Objective Status	Code	Objective	Service	Comments
		<u>reviews required as required including GDPR</u>		
Achieved	EH-PA-2410	<u>We will establish, coordinate and Chair a series of East Devon Safety Advisory Group meetings in 2018. We promote the work of the group and ensure that it is accessible via our website. We will invite event organisers to attend along with regulators including the police, fire service, ambulance service and Highways Authority. There will be a minimum of four East Devon Safety Advisory Groups held to consider events during 2018</u>	Env Health & Car Parks	now in place.
Variation	EH-PA-2409	<u>We will continue to work with colleagues from Strata, Exeter City Council and Teignbridge District Council to explore the possibility and feasibility of achieving efficiency savings and quality benefits by delivering some of our corporate health and safety advice services on a shared basis across the three authorities. Will review progress in March 2019</u>	Env Health & Car Parks	This has still not been possible with our teams focussing on our own in-house issues.
Achieved	EH-PA-2412	<u>We will work in partnership with Devon County Council to offer an Exmouth pilot for allowing people with motorhomes and campervans to stay in off-street car parks close to where they want to be without occupying on-street seafront car parking spaces to the detriment of the local environment and the amenity of the area, starting in July 2018</u>	Env Health & Car Parks	pilot is now in its second year and Maer Road car park is now in use with works to create a separate entrance / exit scheduled for late this month.

Scrutiny Committee Forward Plan 2019/20

Date of Committee	Report	Lead
5 September 2019	Service plans & Budgets jointly with Overview – a daytime meeting commencing at 10am	Portfolio Holders, Strategic & Service Leads across the Council
3 October 2019		
21 November 2019		
15 January 2020	Service plans & Budgets jointly with Overview – a daytime meeting commencing at 10am	Portfolio Holders, Strategic & Service Leads across the Council
6 February 2020		
5 March 2020		
2 April 2020		

Work for allocation to the Forward Plan as appropriate:

Members gave consideration to items for the Forward Plan at its meeting on 6 June 2019. The following were proposed:

- Gigaclear and Connecting Devon and Somerset to discuss Broadband – At the present time, contract negotiations between CDS and Gigaclear are ongoing and it would be inappropriate for them to attend a public meeting, although they are committed to doing so at a future date. In the meantime, an update report has been provided by CDS and was attached to the agenda for the Scrutiny meeting on 18 July.
- South West Water Capacity and its obligations to take on additional volumes – At present SWW are waiting to hear from the Committee about particular issues it would like to raise with them and agree a date.
- Service Plans & Budget – discussion set for 5th September.
- Use of Plastics – to be discussed by Committee, possibly moving forward via a cross-party Working Group of Members
- Council Enforcement Policy with particular regard to planning conditions
- Police & Crime Commissioner – to discuss modern day slavery, closure of police stations, county lines and deployment of additional police officers – At present we are awaiting a response from the PCC to attend a future meeting.
- Devon & Somerset Fire & Rescue Service have been contacted with dates to attend a Committee meeting to discuss proposed closures of Fire Stations and future plans.

Connecting Devon and Somerset Update

Report of the Head of Economy, Enterprise and Skills

1. Summary

To date more than 300,000 homes and businesses across Devon and Somerset can access superfast broadband, with a further 38,000 having access to improved broadband. Every month hundreds more homes and businesses are being connected thanks to the Connecting Devon and Somerset programme (CDS). Take up of broadband services is nearly 60%, an increase from the 54% we last reported. This level of take up is above the national average.

Since the last update report to CIRS Scrutiny, CDS has delivered broadband coverage to a further 3,500 premises in Northern Devon working with Airband and is successfully completing a series of Community Challenge Pilots. An update briefing was also issued to Members and other stakeholders in May.

All five of the Gigaclear contracts remain in default and re-design work by the company is progressing and completes at the end of July.

CDS is engaging with the market to test options and opportunities to extend broadband coverage, including gigabit access and is working alongside Government in developing and rolling out its Rural Connectivity Programme.

2. Background

The CDS programme is the largest of its kind in England. It is supported with funding from the Department for Digital, Culture, Media and Sport, the EU's European Regional Development Fund, the Heart of the South West Local Enterprise Partnership and local authorities, including Devon County Council. Somerset County Council is the accountable body, and the programme works very closely with Building Digital UK (BDUK).

To date, the programme has provided access to superfast broadband to more than 300,000 homes and businesses, often in sparsely populated rural areas and over challenging terrain. A further 38,000 homes and businesses have benefited from improved broadband speed. The take up rate for these new services currently stands at 59.44% compared with a national average of 52.4% and is generating significant resources for reinvestment thanks to the Government's gainshare agreement with BT.

Airband is currently building a new network for CDS that will provide access to superfast broadband for around 16,000 homes and businesses across the area by June 2020 and is providing a network to serve around 5,000 hard to reach properties in Dartmoor and Exmoor National Parks with superfast broadband.

CDS awarded five contracts in December 2016 to Gigaclear Ltd based in Abingdon, Oxfordshire to deliver ultrafast broadband across Devon and Somerset. CDS was able to extend coverage in December 2017, having secured additional ERDF funding to a total of 47,810 homes and businesses. Gigaclear are investing £60.5m of their own resources with CDS contributing £31m public sector subsidy to deliver this coverage. Gigaclear also committed to deliver services to a further 43,000 premises under their own commercial programme and a further investment of £67.3m into their commercial build programme.

The award of these contracts was approved by BDUK and the CDS Board, with BDUK playing a full role in the assurance of the proposed contracts.

An announcement was made at the end of last year that the Gigaclear contracts were in delay. CDS and Gigaclear jointly issued a [briefing](#) to stakeholders, including councillors and MPs in early November. This sets out detail on the five main reasons for the delays incurred by Gigaclear and the current situation with the contracts:

- Poor operational capacity and decision-making within Gigaclear
- Lack of operator capacity
- Slow deployment by contractors
- Lack of detailed planning
- Failure to redesign the build methodology

3. Programme Performance

As agreed at the last CIRS Scrutiny Committee an update on the CDS Programme was circulated to Members and other stakeholders last month.

Airband Contracts

Airband are delivering well in the Northern Devon area which includes North Devon, Torridge, West Devon and part of Mid Devon. Currently just over 7,300 premises have been covered with a further 1800 premises due to be completed by the end of June. This is a significant contribution to the contract total of circa 16,000 by June 2020. Conversations are also advancing with the company on their piloting fibre connections and options to include a fibre solution under this contract. The take up from the new network across this part of Devon is 6.7% currently and the company continues to invest in marketing and communications activity to increase this.

The contract for Dartmoor and Exmoor National Parks is nearing completion. Airband have covered more than 5000 homes and businesses and are close to connecting their 1000th customer on their network. This programme has benefited from effective engagement between the provider, communities and the National Parks and has led to some innovative solutions being found to ensure new infrastructure is in keeping with the protected landscape. At Simonsbath for example, Airband worked closely with the community and Exmoor National Park Authority to overcome challenging terrain and an environmentally sensitive site location. By using photovoltaic cells to avoid the need to lay an intrusive power cable to the transmitter, a sustainable connectivity solution was achieved to one of the hardest to reach parts of the area.

Community Challenge Fund

CDS has piloted a Community Challenge Fund in three communities across the area. The Community Challenge Fund scheme enables local communities to select an approved private sector partner and co-produce a broadband solution that works best for them with some financial support and advice from CDS.

Pilots have been successfully trialled in Harford and Lower Combe in Devon with Openreach and Airband, and a third is underway in Yatton in North Somerset with Openreach. In total 138 homes and businesses will have access to full fibre to the premise broadband with the

capability to deliver speeds up to 1 Gbps. The pilots have been supported by £70,000 capital funding from CDS.

The pilots have proved really effective at enabling local people in communities with different needs to co-produce a broadband solution that works best for them with CDS support. Each community has had different characteristics and challenges, ranging from deeply rural areas and protected landscapes to urban fringes.

CDS is proposing to apply this good practice learned from these pilots to help other communities to develop their own solutions, and where there is good buy-in from the community and cost-effective options proposed, CDS can offer capital funding support. This is under development and adds a new dimension to complement the CDS broader programme. It also supports the Government's full fibre policy. Further details, including advice to communities and how to apply for financial support will be announced in due course.

Gigaclear Contracts

Gigaclear is continuing to build a full fibre network in 31 communities across the CDS area. Five are now live fully or in part, covering 453 homes from the CDS programme and a further 584 homes under their commercial deployment. These communities are based on Millhayes in the Blackdown Hills area, Rooksbridge in Somerset, and Abbots Leigh, Failand and Wolvers Hill in North Somerset. Gigaclear through its commercial deployment has also served a community based on Ford Street in the Blackdown Hills, delivering to a further 23 properties without Superfast Broadband. Gigaclear have recently announced delays for the remaining community areas and those which are not yet fully live. They have updated their website indicating revised timescales where known and are sending an apology and an update on the situation to affected communities. This is incredibly disappointing and CDS continues to press Gigaclear to accelerate delivery and ensure that they are keeping residents informed.

Gigaclear remains on notice of default across all five contracts awarded to them by CDS. Residents and businesses have been badly let down by the company, which has provided an unreserved apology for the situation, however communities remain with no certainty on when they may receive improved broadband. CDS has made it clear to Gigaclear and their owner Infracapital that this uncertainty cannot continue indefinitely. CDS is not the only area in the UK where Gigaclear are in delay.

Gigaclear is working on a re-design and is provided this to CDS at the beginning of July. CDS has allowed the company additional time to complete this re-design and for the company to evaluate and cost alternative methods of network construction. CDS will not shrink from taking tough action if that is deemed necessary at the conclusion of this process. Demonstrable progress against a work programme from the re-design is required from Gigaclear who are working with industry experts to complete this work.

As a consequence of the delay to the Gigaclear roll out, CDS working closely with the Department for Digital, Culture, Media and Sport, (DCMS) has sought an extension for £18.7millions of Government capital grant to March 2023. This has been supported as a priority by DCMS and has benefited from the support of local authority partners, the LEPs and Members of Parliament. In recognition of representations made by DCMS and CDS, there has been positive responses from HM Treasury which is finalising an agreement for a funding extension with DCMS as part of the Spending Review process.

An extension provides CDS with the flexibility to either agree an acceptable revised time table with Gigaclear to complete a new ultrafast full fibre network or for CDS to pursue alternative full fibre solutions for residents and businesses.

Market engagement

CDS has launched an Open Market Review to identify commercial operator plans to deliver superfast and gigabit broadband. Evidence of investment to back these plans is also being sought. Alongside this review CDS has invited providers to a series of meetings to explore opportunities to extend broadband coverage, both superfast and gigabit access. There are circa 55,000 premises across the CDS area who have less than 30 Mbps broadband. Approximately half are in rural locations and half within market and coastal towns. The Open Market Review will confirm this assessment. The purpose of the market engagement is to test and explore approaches and options with providers to serve these premises, and the appetite and capacity in the market to taking such options and approaches forward. CDS has no pre-determined options and is open to consider all opportunities including, but not limited to

- potential further procurement of solutions to apply additional public subsidy,
- community-led solutions, taking forward the community challenge fund pilots,
- stimulating demand leading to commercial investments
- opportunities to connecting public buildings to act as hubs for their wider communities and
- all types of appropriate commercial models.

CDS are keen to learn about the market's capacity and capability to deliver these approaches and the maturity of the market to compete for these options.

CDS is also taking the opportunity to prudently examine potential alternatives for some of the current Phase 2 programme areas under contract with Gigaclear, some 47,000 premises, predominantly in rural areas should that need arise.

Market engagement meetings are taking place throughout June and July.

Gainshare / Clawback Reinvestment

Reinvestment of Gainshare sums from the BT contract are nearing a conclusion, and its hoped that an announcement will be made this summer.. This is likely to indicate a further 2000 homes will benefit from a full fibre solution over the next few years delivered by Openreach from circa £6m investment from clawback sum. As has been previously reported the focus of this initial use of clawback will focus on areas with significant levels of deprivation and with poor levels of broadband speed, balanced against the need to demonstrate value for money.

Better Broadband Voucher programme / Gigabit Vouchers

Since joining the above national programme, more than 100 vouchers have been requested from across the CDS area. This national scheme provides support to residents and businesses where they have less than 2 Mbps speed and not part of a planned deployment from another publicly funded scheme within the next 12 months.

BDUK also continue to operate a Gigabit Voucher Scheme which provide businesses and residential properties with vouchers of up to £2500 and £500 respectively when they come together to develop local partnerships to provide fibre connections capable of at least 100

Mbps. BDUK have reported that more than 800 voucher requests have been made across the CDS area.

Rural Gigabit Connectivity (RGC)

The Government has identified that approximately 10% of all UK premises, largely in rural and remote areas, are unlikely to receive Gigabit-capable connections commercially by 2033. RGC is a two-year, £200m UK-wide Government programme focused on this type of area. It will trial an “outside-in” approach designed to ensure more remote communities are not left behind in the roll out of full fibre networks. RGC includes connecting public buildings such as schools to act as local hubs in rural areas. CDS are currently working with BDUK and the Department for Education to identify public buildings, including schools who may benefit from this scheme. The idea is to create a network that other commercial broadband providers can build on and extend full fibre to the surrounding area. The programme also includes a rural Gigabit voucher component, offering up to £3,500 for small businesses and up to £1500 for residents. These opportunities and options to extend further will be explored under the market engagement activity set out above.

Keri Denton
Head of Economy, Enterprise and Skills

Electoral Divisions: All

Cabinet Member for Economy and Skills: Councillor Rufus Gilbert

Chief Officer for Communities, Public Health, Environment and Prosperity: Dr Virginia Pearson

Local Government Act 1972: List of Background Papers

Contact for enquiries: Keri Denton

Room No. Lucombe House, County Hall, Exeter. EX2 4QD

Tel No: (01392) 383000

Background Paper	Date	File Ref.
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Nil

kd080319cirssc Connecting Devon and Somerset Update
hk 02 140619

**CORPORATE INFRASTRUCTURE AND REGULATORY SERVICES SCRUTINY
COMMITTEE**

25 June 2019

Present:-

Councillors A Dewhurst (Chair), P Colthorpe (Vice-Chair), Y Atkinson, K Ball, R Bloxham, J Brook, P Crabb, A Eastman, R Edgell, I Hall, J Hook, R Radford, M Shaw and C Whitton

Apologies:-

Councillors J Berry and C Slade

Members attending in accordance with Standing Order 25

Councillor Scott

* **125** **Minutes**

RESOLVED that the Minutes of the meeting held on 26 March 2019 be signed as a correct record.

* **126** **Items Requiring Urgent Attention**

There was no matter raised as a matter of urgency.

* **127** **Announcements**

The Chair welcomed Mr Hipkin who was attending the meeting in his capacity as a Co-opted Member of the Council's Standards Committee to observe and monitor compliance with the Council's ethical governance framework.

* **128** **Public Participation**

There were no oral representations from Members of the Public.

* **129** **Election of Commissioning Liaison Member**

In line with the recommendations of the 'Scrutiny in a Commissioning Council' Task Group Report, the Committee was asked to select a Commissioning Liaison Member, whose role was to work closely with the relevant Cabinet Members and Chief Officers/Heads of Service, developing a fuller understanding of commissioning processes, and provide a link between Cabinet and Scrutiny on commissioning and commissioned services.

The Commissioning Scrutiny Task Group Report can be viewed here:

<http://democracy.devon.gov.uk/documents/s1830/Scrutiny%20in%20a%20Commissioning%20Council.pdf>

It was **MOVED** by Councillor Edgell, **SECONDED** by Councillor Hall and

RESOLVED that Councillors Atkinson and Ball continue as Commissioning Liaison Members for the ensuing year.

* **130** **Scrutiny Work Programme**

RESOLVED that the following topics be included in the work programme:

- Annual Work Programme review session
- Devon & Somerset Fire Service – station closures
- Climate Emergency Standing Overview Group
- Food banks and the root causes of use
- The Circular Economy

* **131** **Connecting Devon and Somerset (CDS) Broadband - update**

The Committee considered the Report of the Head of Economy, Enterprise and Skills (EES/19/4) which provided an update on the five contracts that were awarded by CDS to Gigaclear in December 2016 to deliver ultrafast broadband across Devon and Somerset.

At present all five of the Gigaclear contracts remained in default and re-design work by the company was due to complete at the end of July.

Since the last update report to Scrutiny, CDS had delivered broadband coverage to a further 3,500 premises in North Devon, working with Airband and was successfully completing a series of Community Challenge Pilots. As agreed at the last Scrutiny meeting, an update on the CDS Programme had been circulated to Members and other stakeholders last month.

CDS were engaging with the market to test options and opportunities to extend broadband coverage, including gigabit access and was working with Government in developing and rolling out its Rural Connectivity Programme.

BDUK continued to operate the Gigabit Voucher Scheme and it was reported that more than 800 voucher requests had been made across the CDS area.

Members' discussion points with Officers included:

- clarification over the Gigaclear redesign, the method of deployment and whether there were alternative business options;
- an increase in the amount of gainshare reinvested from the BT contract, which was expected to benefit a further 2,000 homes from a full fibre solution over the next few years; and
- the Community Challenge Fund engaging with local communities to co-produce a broadband solution that worked best for them with CDS support.

RESOLVED that the Committee keep a watching brief on the progress of CDS, with an update report to the September Committee following development of the Gigaclear contract at the end of July.

* **132** **Traffic Speed Task Group**

The Committee considered the Report of the Traffic Speed Task Group and the recommendations contained therein. Members expressed their thanks to all those involved in the production of the Report.

Members further commented on the positive effect of 20mph on climate change, the importance of culture change and educating communities in relation to 20mph and the role of the planning process in designing housing and communities that supported 20mph zones. It was further highlighted that some budget lines were already committed, therefore it was recognised that some works might need to be deferred and / or re-organised to accommodate the recommendations.

It was **MOVED** by Councillor Hook, **SECONDED** by Councillor Dewhirst and

RESOLVED that the Task Group Report and recommendations be commended to the Cabinet with a report on progress requested in nine months.

* **133** **Devon Permit Scheme for Road and Street Works**

The Committee considered the Report of the Chief Officer for Highways, Infrastructure Development and Waste (HIW/19/50) on the Devon Permit Scheme for Road and Street Works, a draft of which was appended to the Report. The introduction of such a Permit Scheme was designed to minimise transport disruption on the highway network associated with roadworks.

It was intended to move from the existing noticing system to a roadworks permit system in early 2020. Works promoters, including the Council, would be required to seek permission to work on the highway rather than notify their intention to do so. Permits would be charged for by the day. The scheme would cover all roads for which the Council were the Highway Authority and would be reviewed after one year.

RESOLVED that the Commissioning Liaison Members monitor progress and review after a year of implementation and report back to a future Committee.

* **134** **Highways Performance Dashboard**

The Committee received the Report of the Chief Officer for Highways, Infrastructure Development and Waste (HIW/19/51) on the Highways Performance Dashboard, which focussed on some of the current seasonal work types that were being undertaken, namely overview of grass cutting; overview of surface dressing; environmental issues; and management of insurance claims.

Members' discussion points with Officers included:

- the number of street lights now converted to LED units at 27,000; and
- the need to involve Parish Clerks in the Planned Maintenance Schemes to coordinate works – Parish and Town Council Conferences would be taking place in the autumn.

* **135** **Maintenance of Vegetation and Drainage Adjacent to Highway**

(Councillor Scott attended in accordance with Standing Order 25(2) and spoke to this item at the invitation of the Committee)

The Committee considered the Report of the Chief Officer for Highways, Infrastructure Development and Waste (HIW/19/52), which set out the responsibility of the Council and landowners in respect of the cleaning of ditches and maintenance of hedges adjacent to the highway, as requested at the last Committee meeting.

Many hedges grew on the edge of the highway and bordered private properties. Members were advised it was the responsibility of the adjacent landowner or occupier to properly maintain them and any trees or other vegetation the hedge contained. Landowners and occupiers were required by the Highways Act to trim any hedge next to the public highway where the growth was preventing the passage, or affecting the safety, of the highway user.

Members' discussion points with Officers included:

- holding major landowners, as well as tenant farmers, to account to maintain their lands which are adjacent to highways, including keeping hedges and ditches maintained and tidy;
- ensuring hedge cuttings were cleared by the landowner and not left on the highway for the local authority to clear away;
- the cost to landowners in clearing away and recycling any vegetation;
- the use of Pillar 2 payment scheme, as a single payment from Government to farmers for environmental projects;
- occurring problems with DCC tenant farmers as well as private landowners;
- engaging with the NFU and CLA to improve this current situation around maintaining vegetation and drainage adjacent to the Highway; and
- increasing communications from the Council's Communications and Marketing team around this issue.

It was **MOVED** by Councillor Dewhurst, **SECONDED** by Councillor Colthorpe and

RESOLVED

(a) that the relevant Cabinet Member be asked to:

- (i) where appropriate, write to Landowners to prompt them and their tenants to undertake their duties regarding maintenance and drainage adjacent to the highway;
- (ii) write to the NFU and CLA to request a meeting to discuss responsibilities with a view to improving the current situation; and
- (iii) consider inviting the NFU to the planned local conferences.

(b) that Cabinet ask the Communications team to publicise the policy and responsibilities of landowners and tenants regarding ash die back, hedge cutting and drainage.

* **136** **Treasury Management Stewardship Annual Report**

The Committee considered the Report of the County Treasurer (CT/19/59) on the Treasury Management Stewardship Annual Report 2018/19 setting out the outturn position, reviewing performance and informing Members of any key matters arising from the Council's Treasury and Debt Management activities during the 2018/19 financial year. The Strategy attached at Appendix I to the Report corrected the previous version presented to Cabinet and Council, which contained omissions.

It was **MOVED** by Councillor Dewhurst, **SECONDED** by Councillor Colthorpe and

RESOLVED that the Treasury Management Stewardship Annual Report for 2018/19 be commended to Cabinet and furthermore the corrected Treasury Management Strategy for 2019/20 be endorsed.

* **137** **Risk Register Annual Report**

The Committee considered the Report of the County Treasurer (CT/19/55) which set out the changes to risk management during 2018/19 and summarised the existing risk position and links to initial work on visual reporting via power BI. Members were urged to look at the risks in the light of the Committee's work programme.

In the areas for which this Scrutiny had a responsibility, there were 11 risks with a current score of High at the end of 2018/19, a net increase of one. During the year, 22 risks had been archived due to the ongoing application of management actions.

RESOLVED that the current risk position as shown in the Report be acknowledged and that the highest scoring risks be considered when creating future work programmes.

* 138 **Locality Budget Annual Report**

The Committee received the Joint Report of the County Treasurer and Chief Officer for Communities, Public Health, Environment and Prosperity (SC/19/1)) which, in line with the Council's 'Locality Budget Operating Principles', provided an annual statement summarising the allocations approved by Members in relation to their Locality Budgets.

Members' discussion points centred around Devon's Crowdfund pilot scheme, including the uptake and success in the first year; the process of project applications and the number of Councillors who had not spent their locality budgets.

* 139 **Items Previously Circulated**

Information previously circulated to Members since the last meeting, relating to topical developments which had been or were currently being considered by this Scrutiny Committee included:

- (a) Link to 'Scrutiny Frontiers' publication by the Centre for Public Scrutiny (25/3/19)
- (b) Slides from the Preparing for Brexit Masterclass (26/3/19)
- (c) Copy letter from the Head of Scrutiny to Cabinet Member Cllr Gilbert regarding the Connecting Devon and Somerset broadband programme (9/4/19)
- (d) Presentation and flipchart notes from Property Consultancy Members' Workshop on 11 April (24/4/19)
- (e) Scrutiny Guidance (17/4/19)

***DENOTES DELEGATED MATTER WITH POWER TO ACT**

The Meeting started at 2.15 pm and finished at 5.40 pm