



## Agenda for Overview Committee Thursday, 20th July, 2023, 6.00 pm

### Members of Overview Committee

Councillors: B Bailey, J Brown, T Dumper, P Fernley, A Hall (Chair), J Heath, V Johns, Y Levine, M Martin, C Nicholas, T Olive, H Riddell and D Wilson (Vice-Chair)

**Venue:** Council Chamber, Blackdown House, Honiton

**Contact:** Sarah James;

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(or group number 01395 517546)

Wednesday 12 July 2023

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

This meeting is being recorded for subsequent publication on the Council's website and will be streamed live to the [East Devon District Council Youtube Channel](#)

#### 1 Public Speaking

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

#### 2 Minutes of the previous meeting held on 21 July 2022 (Pages 3 - 4)

#### 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 press) have been excluded. There are **no** items that officers recommend should be dealt with in this way.

#### 7 Proposals for a Place and Prosperity Framework for East Devon District Council (Pages 5 - 70)

#### 8 Minutes of Scrutiny Committee held on 9 March 2023 (Pages 71 - 99)

#### 9 Work Programme 2023-2024 (Pages 100 - 105)

To consider additions to the work programme for the committee.

The Cabinet Forward Plan is attached for consideration – would the committee wish to receive a report on key decisions prior to Cabinet.

Proposal forms received:

1. Grass cutting in urban areas with the management of rewilding areas – submitted by Cllr Anne Hall

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[Decision making and equalities](#)

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## **EAST DEVON DISTRICT COUNCIL**

### **Minutes of the meeting of Overview Committee held at Online via Zoom app on 21 July 2022**

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

The meeting started at 6.06 pm and ended at 7.21 pm

#### **1 Public Speaking**

There were no members of the public registered to speak at the meeting.

#### **2 Minutes of the previous meetings held on 18 November and 25 November 2021**

Minutes of the previous meetings held on 18 November 2021 and 25 November 2021 were noted as a true and accurate record.

#### **3 Declarations of interest**

There were none.

#### **4 Matters of urgency**

There were no matters of urgency.

#### **5 Confidential/exempt item(s)**

There were no confidential or exempt items.

#### **6 Forward Plan**

This item was to discuss a proposal form which Cllr Marcus Hartnell had submitted regarding the future of Seaton Jurassic, and to consider whether further scoping work should be undertaken. The Monitoring Officer's comments were included on the proposal form.

Cllr Hartnell introduced the proposal, outlining the background to Seaton Jurassic and its significance to East Devon. The Seaton Jurassic centre had been vacant since 2021 due to the former operator exercising an exit clause in the lease, and there had been building defects which had needed remedial works. Cllr Hartnell suggested that more needed to be done to find an operator for the centre for 2023, and that what was put in place needed to be right and sustainable for the future. He was of the view that officers' reports would benefit from coming to Overview Committee where they could be deliberated thoroughly by councillors, before going to Cabinet. He stated that this would improve the outcome, as reports would have been considered in greater detail.

In discussion at length, it was noted that an officer's report was expected for October 2022 but, due to timings, it was not feasible for that report to be brought to Overview Committee without causing a delay in the report going forward to Cabinet. Members were in agreement that they did not want to see delays in the process, but recognised the importance of maximum member involvement.

Cllr Hartnell then proposed, seconded by Cllr Moulding, that Overview Committee recommends to Cabinet that any future decision by Cabinet on the future of Seaton Jurassic is a recommendation to Council. This proposal was accepted in a vote of all members present.

**RECOMMENDED to Cabinet:**

That any future decision by Cabinet on the future of Seaton Jurassic is a recommendation to Council.

In further discussion, Members were keen to ensure that Overview Committee meets regularly, and has an opportunity to better support Cabinet by receiving reports for consideration, before they go to Cabinet for decision. Members also noted that the Committee had not had sight of a Forward Plan since 2020 and asked that, going forward, Overview Committee receives the Forward Plan, as a standing item, setting out its work programme, and with updates on items set out in the Plan.

**Attendance List**

**Councillors present:**

V Johns (Chair)  
M Hartnell  
D Manley  
A Moulding  
V Ranger (Vice-Chair)

**Councillors also present (for some or all the meeting)**

P Arnott  
G Jung  
D Ledger  
P Millar

**Officers in attendance:**

Sarah James, Democratic Services Officer  
Sarah Jenkins, Democratic Services Officer  
Anita Williams, Principal Solicitor (and Deputy Monitoring Officer)

**Councillor apologies:**

D Barrow  
J Bonetta  
A Colman  
S Gazzard  
I Hall  
T Woodward

Chair: .....

Date: .....

Report to: Overview Committee

Date of Meeting 20<sup>th</sup> July 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release NA



## Proposals for a Place and Prosperity Framework for East Devon District Council

### Report summary:

The purpose of this report is to provide Members with an update on progress with developing a new Place & Prosperity Framework along with attaching as a draft the current Framework and enclosed documents.

The Framework sets out the mechanism where Place and Prosperity investment proposals will be screened against the borrowing requirements of the Public Works Loan Board in a standardised way with sufficient assessment of the risk. Additionally it sets out a revised governance process for decision making to enable agile but robust decision making. This draft Framework (appendix A) sets out in detail the:

- Legal & Regulatory Powers
- Key Objectives of Place and Prosperity Framework
- Different Types of Investment
- Horizontal Principles – Climate Change
- Informing Investment Criteria Risks and Mitigation
- Required Skillsets
- Assessment of Investment Opportunities - Weighted Scoring Matrices
- Assessment of Investment Opportunities – Process & Governance
- A set of documents which will be used to assess proposals - these are guidance documents and not the Framework itself (please see appendices B-D) \*

\*The assessment process may be adapted to ensure a specific project is assessed proportionately and appropriately.

In addition to the Framework itself, the Council will need to make available an agreed sum for PWLB borrowing to enable the Framework to deliver investment opportunities in the District. This report addresses the issue of the draft Framework only. The issue of the agreed sum for investment will be the subject of a separate Cabinet report with onward recommendation to Council. The decision in respect of this report does not therefore require recommendation to Council.

This AMF report outlines the Framework itself, but is not to be read as part of the Framework, which is contained in Appendix A.

### Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

**Recommendation:**

1. Consider the proposed draft of the Place and Prosperity Framework and recommend any changes for consideration by the Cabinet.

**Reason for recommendation:**

To Allow the Framework to move forward for consideration through the democratic process and, subject to agreement, onwards to the implementation phase.

Officer: Gerry Mills Project Manager Place and Prosperity (Exmouth) [gmills@eastdevon.gov.uk](mailto:gmills@eastdevon.gov.uk)

Tel 01395 519960

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Portfolio(s) (check which apply):

- ☒ Climate Action and Emergency Response
- ☒ Coast, Country and Environment
- ☐ Council and Corporate Co-ordination
- ☐ Democracy, Transparency and Communications
- ☒ Economy and Assets
- ☒ Finance
- ☐ Strategic Planning
- ☒ Sustainable Homes and Communities
- ☒ Tourism, Sports, Leisure and Culture

**Equalities impact** Low Impact

**Risk:** Low Risk; With any asset based projects, particularly where development is taking place, there are risks involved. Risk will be the key factor in looking for opportunities as laid out in detail, in the framework.

**Climate change** Low Impact

**Risk:** Low Risk; The report sets out clearly the importance of assessing climate change impacts as a horizontal principle.

**Links to background information**

Please See Appendices A—D

- A. Place and Prosperity Framework
- B. Investment Framework Governance
- C. Scoring Templates
- D. Economic Appraisal Template Pt1 & 2

**Link to [Council Plan](#)**

Priorities (check which apply)

- ☒ Better homes and communities for all
- ☒ A greener East Devon

## Report in full

### 1.0 Introduction

- 1.1 On 6th February 2019, Cabinet adopted the Council's Commercial Investment Framework which provided for different forms of property investment - management of existing assets, acquisition for commercial income, acquisition for District wide benefits, direct development (ie commercial) and strategic partnerships / joint ventures. The Council made £20,000,000 available for investment in accordance with that adopted Framework. Ocean in Exmouth was acquired using this Framework and Fund but in 2020, the new administration felt the approach being used should be revised to include the aspirations set out at Section 1.3 below.
- 1.2 The operating environment is now very different and the Council Plan provides a focus on supporting businesses and also providing more social and affordable homes, at least in part to the response to the covid-19 pandemic. More urgently now is the fact that the UK economy shrank between July and September and was predicted to do the same in October to December 2022, this did not in fact happen but the predictions from the IMF are that the UK economy will shrink in 2023.
- 1.3 Back in early 2021 a Special Meeting of Asset Management Forum (AMF) considered the then current investment framework and Officers were asked to take forward the preparation of a new Framework to set out the aspirations shared by Members, namely:
- a) A Framework specifically for Place & Prosperity Investments to support economic recovery. Must cover Public Works Loan Board (PWLB) borrowing costs, and where possible and remaining economically viable, a small risk premium, but not to generate a commercial yield.
  - b) Sitting behind the Framework, a Fund agreed by Council to deliver the Framework – avoiding each investment individual decision needing to go to Council.
  - c) There was still support to utilise in part the methodology of the Commercial Investment Framework but with some key additions, which included involvement of Ward Members and their comments being provided to decision makers. The general approach whereby the Framework underpins how investments will be considered is not to be dissimilar to the earlier Framework.
- 1.4 At an AMF meeting on 27th July 2021 Members were asked:
- 1 What outcomes do these investments need to deliver?
  - 2 What is the priority of these outcomes and therefore the relative weighting?
  - 3 Next steps were also agreed with adoption of Framework by end of 2021.
- 1.5 Subsequently through the AMF, a delay in implementation was supported to reflect the lack of available Officer resource at that time. The project was then progressed during the latter half of 2022 through an Officer Project Group. The Officer Project Group comprised representatives from across the PAC Service along with the Economic Development Manager.
- 1.6 The draft Place and Prosperity Framework has now been written and was presented to the Senior Management Team on the 8th of March 2023. The Framework now aligns with the Council's ambitions, which include operating in a more economically focussed

way, and utilising opportunities for economic stimulus as reflected within the Council Plan 2021-2023.

1.7 The Council Plan's Key priorities are:

- Better homes and communities for all
- A greener East Devon
- A resilient economy that brings prosperity to the district

1.8 The new Place and Prosperity Framework will supersede the previous Commercial Investment Framework and addresses the opportunity to have a single fund of circa £20M investing as a first tranche borrowed from the PWLB.

1.9 This will be used to invest under three broad categories which benefit the district as a whole:

- **Service delivery** (ie front line delivery of Council services),
- **Economic regeneration**
- **Preventative Action**, (Preventative action is a special category, which involves direct financial support to local companies or acquiring assets as a way to protect jobs, prevent social or economic decline. This type of activity is distinct from regeneration, as it is only preserving existing activity as opposed to creating additional activity, but is **not** for 'investment assets bought primarily for yield' as yield is not the primary motive of the activity).

1.10 The benefits of investment by the Council include:

- Investing in social, economic, and environmental projects, which will bring benefits to the District as their primary goal
- Regeneration benefits to District
- Additional Business Rates income
- Employment and prosperity
- Unlocking of sites and opportunities that others might not invest in
- accelerating delivery of sites

1.11 It is envisaged that this fund will be borrowed from the PWLB with all other sources of Government funding having to be considered exhausted as part of the assessment process.

1.12 **Assessment of Investment Opportunities – Process & Governance:**

Investment opportunities often arise unexpectedly and it is important when considering the allocation of resources (internal and external) that the decisions are made objectively, consistently, are informed by the correct advice and fit for purpose. Other Local Authorities who invest for these reasons have taken a similar approach and the proposal set out below is a proven model:

- The Place and Prosperity Assessment Group of Officers led by Assistant Director – Place, Assets & Commercialisation working with external agents, colleagues and Councillors will identify investment opportunities. All property investment opportunities will be channelled via the PAC team (note all referrals must be recorded so that introductions and commission fees can be correctly paid).
- Any investment opportunity if considered feasible is considered alongside the criteria in this Framework, and if consistent, it is then scored against the relevant Scoring Matrix (see Appendix C).



- If the investment opportunity fails to deliver the necessary score and / or indicative return then it is dismissed but a record of it must be kept and reported to AMF as part of the normal reporting cycle.
- If the investment opportunity achieves the necessary score and indicative return then it progresses to a dedicated Place and Prosperity Investment Assessment Group of Officers (with support of consultants if necessary), these being existing staff with the right skillset and aptitude to think commercially. This Investment Assessment Group is to comprise:
  - Director – Finance
  - Director – Governance and Licensing
  - Assistant Director – Place, Assets & Commercialisation
  - Other Officers on a case-by-case basis
- A Full Appraisal (the method chosen should be proportionate to the costs and complexity involved) is prepared to enable a final recommendation on whether to invest to be considered by the Place and Prosperity Investment Assessment Board. The Board will be a subcommittee of Cabinet consisting of the Leader, the Portfolio Holder for Finance and the Portfolio Holder for Economy. The Board to be advised by the Director of Finance and other key officers. The Board will have authority to make decisions up to and including £5,000,000.
- If an investment opportunity exceeds this £5,000,000 limit then the Council's normal decision making route will apply and the Board will recommend the investment to the Cabinet/Council as appropriate.
- In making a decision, the Board should be fully agreed. If a decision is not unanimous then it cannot proceed.

1.13 The draft Framework itself is attached as appendix A with supporting documents in appendices B-D.

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### **Financial implications:**

The financial details are outlined in the report. The financial cost of borrowing is intended to be covered by the related scheme which will come with associated risks, these are considered in applying the proposed framework. The scheme objectives it is considered will meet current PWLB lending conditions but these do alter as Government control local authority borrowing and the position will be monitored.

### **Legal implications:**

It is within the Council's power to invest in property in accordance with statutory and governance frameworks. Each transaction would need to be evaluated in accordance with the framework prior to legal due diligence taking place, including having regard to Subsidy Control (formerly State Aid).

# Place and Prosperity Investment Framework

## **Contents**

1. Introduction
2. The Place and Prosperity Framework
3. Legal & Regulatory Powers
4. Key Objectives of Place and Prosperity Framework
5. Different Types of Investment
6. Horizontal Principles – Climate Change
7. Informing Investment Criteria
8. Risks and Mitigation
9. Required Skillsets
10. Assessment of Investment Opportunities – Weighted Scoring Matrices
11. Assessment of Investment Opportunities – Process & Governance

## 1.0 Introduction

- 1.1 The key purpose of this framework is to provide a mechanism where proposals can be screened against the borrowing requirements of the Public Works Loan Board in a standardised way with sufficient assessment of the risk additionally it sets out a revised governance process for decision making.
- 1.2 On 6th February 2019, Cabinet adopted the Council's Commercial Investment Framework which provided for different forms of property investment - management of existing assets, acquisition for commercial income, acquisition for District wide benefits, direct development (ie commercial) and strategic partnerships / joint ventures. The Council then made £20,000,000 available for investment in accordance with that adopted Framework. Ocean was acquired using this Framework and Fund but in 2020, the new administration felt the approach being used should be revised to include the aspirations set out at Section 1.3 below.

[Link to AMF Report Download](#)

- 1.3 The operating environment is now very different and the Council Plan provides a focus on supporting businesses and also providing more social and affordable homes, at least in part to the response to the covid-19 pandemic but more urgently now is the fact that the UK economy shrank between July and September and was predicted to do the same in October to December 2022, this didn't in fact happen but the predictions from the IMF are that the UK economy will shrink in 2023.
- 1.4 Back in early 2021 a Special Meeting of AMF considered the then current investment framework and Officers were asked to take forward the preparation of a new Framework to set out the aspirations shared by Members, namely:
  - a) A Framework specifically for Place & Prosperity Investments to support economic recovery. Must cover Public Works Loan Board (PWLB) borrowing costs, and where possible and remaining economically viable, a small risk premium, but not to generate a commercial yield.
  - b) Sitting behind the Framework, a Fund agreed by Council to deliver the Framework – avoiding each individual investment decision needing to go to Council.
  - c) There was still support to utilise in part the methodology of the Commercial Investment Framework but with some key additions, which included involvement of Ward Members and their comments

being provided to decision makers. The general approach whereby the Framework underpins how investments will be considered was not to be dissimilar to the earlier Framework.

1.5 At an AMF meeting on 27th July 2021 Members were asked:

- 1 What outcomes do these investments need to deliver?
- 2 What is the priority of these outcomes and therefore the relative weighting?
- 3 Next steps were also agreed with adoption of Framework by end of 2021.

1.6 Subsequently through the AMF, a delay in implementation was supported to reflect the lack of available Officer resource at that time. The project was then progressed during the latter half of 2022 through an Officer Project Group. The Officer Project Group comprised representatives from across the PAC Service along with the Economic Development Manager.

1. A draft is now attached which has been supported by Asset Management Forum subject to some minor amendments – specifically:

*That the Place and Prosperity Framework be updated to include the Portfolio Holder for Economy on the Investment Board, make more explicit that it includes consultation with relevant Portfolio Holders at the Full Appraisal stage but also with other Portfolio Holders as deemed necessary;*

## 2.0 The Place and Prosperity Framework

- 2.1 The Council's Financial Strategy recognises that East Devon District Council (EDDC), like all in local government, has experienced huge reductions in funding from Government in the past decade.
- 2.2 East Devon District Council's (EDDC) ambitions include operating in a more economically focussed way, and utilising opportunities for economic stimulus. This is reflected within the Council Plan 2021-2023.
- 2.1 The Council Plan's Key priorities are:
- Better homes and communities for all
  - A greener East Devon
  - A resilient economy that brings prosperity to the district
- 2.5 The new Place and Prosperity Framework will supersede the previous Commercial Investment Framework and addresses the opportunity to have a single fund of circa £20M investing as a first tranche borrowed from the PWLB.
- 2.6 This will be used to invest under three broad categories which benefit the district as a whole:
- **Service delivery** (ie front line delivery of Council services),
  - **Economic regeneration**
  - **Preventative Action**, (Preventative action is a special category, which involves direct financial support to local companies or acquiring assets as a way to protect jobs, prevent social or economic decline. This type of activity is distinct from regeneration, as it is only preserving existing activity as opposed to creating additional activity, but is **not** an 'investment assets bought primarily for yield' as yield is not the primary motive of the activity).
- 2.4 At this stage it is important to point out that the Housing Taskforce manage the delivery of new homes in the District and this sits within the Housing Revenue Account (HRA). As a result, the framework will sit within the General Fund and won't be used to bring forward HRA development.
- 2.5 The PWLB's lending terms do not prevent local authorities from making a significant investment to improve and/or change the use of an asset that is not owned by the local authority where it serves a direct policy purpose. Local authorities may also deliver policy objectives through a third party (such as a housing authority, joint venture or joint venture with a private sector investor, local authority-owned company etc.). If a local authority wishes to deliver policy objectives jointly (such as through an equity investment in a joint company) or to on-lend money

to a third- party to deliver objectives in an innovative way, the government would expect that spending to be reported in the most appropriate category (service delivery, housing, economic regeneration, preventative action, or treasury management) based on the eventual use of the money.

- 2.6** The Activities that can be supported through PWLB Loans is:-  
**Service delivery:** This is expenditure on assets that form part of the authority's public service delivery eg climate change costs frequently only includes capital costs associated with waste reduction schemes, but many local authorities have wider expenditure to meet climate change related policy objectives (such as renewable energy developments) which would also be categorised as service delivery. It should be noted that an asset that is held primarily to generate an income, which is used to support wider service spending, but serves no direct policy purpose, should not be categorised as service delivery.
- 2.7** **Regeneration:** This involves direct investments in assets to generate additional social or economic benefits. Regeneration projects would usually have one or more of the following characteristics:
- The project is addressing an economic or social **market failure** by providing services, facilities, or other amenities that are of value to local people and would not otherwise be provided by the private sector
  - The local authority is making a significant **investment** in the asset beyond the purchase price: developing the assets to improve them and/or change their use, or otherwise making a significant financial investment
  - The project involves or generates significant **additional** activity that would not otherwise happen without the local authority's intervention, creating jobs and/or social or economic value while some parts of a regeneration project may generate rental income, these rents should be **recycled within the project or applied to related regeneration projects**, rather than being applied to wider services.
- 2.8** **Preventative action:** This is a special category, which involves direct financial support to local companies, or acquiring assets as a way to protect jobs and prevent social or economic decline. This type of activity is distinct from regeneration, as it is only maintaining existing activity as opposed to creating additional activity, but is not an 'investment assets bought primarily for yield' as yield is not the primary motive of the activity.

This type of action would have all of the following

characteristics:

- The intervention **prevents a negative outcome**, such as by buying and conserving assets of community value that would otherwise fall into disrepair, or providing support to maintain economic activity that would otherwise cease
- There is **no realistic prospect of support** from a source other than the local authority
- The local authority has an **exit strategy**, and does not propose to hold the investment for longer than is necessary to achieve the objectives that justified the intervention
- The intervention takes the form of grants, loans, sale and leaseback, equity injections, or other forms of business support that generate a **balance sheet asset**. This category is distinct from routine repairs, maintenance and planned preventative activities

**2.9** Treasury management and Housing are also included as supported activities but are out with the scope of this framework.

**2.10** Defined Activity that cannot be supported by PWLB are as follows:-

Investment assets bought primarily for yield that would usually have one or more of the following characteristics:

- buying land or existing buildings to let out at **market rate**
- buying land or buildings which were previously operated on a commercial basis which is then continued by the local authority without any **additional investment or modification**
- buying land or existing buildings other than housing which generate income and are intended to be held indefinitely, rather than until the achievement of some meaningful trigger such as the completion of land assembly buying a **speculative investment asset** (including both financial and non-financial assets) that generates yield **without a direct policy purpose**

**2.11** It is envisaged that, with a £20M loan from PWLB, the Place and Prosperity Framework could expect to deliver a number of key social, economic and environmental benefits eg

- Hayne Lane employment land delivery – site part owned by Council
- Business workshop units in Seaton and Axminster– on sites already owned by Council
- Serviced office provision to private businesses / public sector bodies
- Placemaking Projects for key Towns
- EV charging points – on Council land
- Cranbrook Town Centre
- Delivery of zero carbon development
- And other non-housing projects.

NB A minimum net return needs to be achieved to comply with the Prudential Code – ie we need to be able to meet our debt obligation on borrowing and it is suggested that a minimum 1.5% net (after interest and MRP (minimum revenue position) return should be achievable therefore generating at least £600k net (if £20m were to be invested), surplus per annum.

**Note, the council should be clear how any surplus income would be spent and ensure it is not being directed towards general service spending otherwise it would be in breach of the PWLB lending terms.**

**2.12** The benefits of investment by the Council include:

- Investing in social, economic, and environmental projects, which will bring benefits to the District as their primary goal.
- Regeneration benefits to District
- Additional Business Rates income
- Employment and prosperity
- Unlocking of sites and opportunities that others might not invest in\*
- accelerating delivery of sites\*

**2.13** East Devon has numerous sites approved within the Local Plan that can deliver significant revenues to the council from Business Rates but are complex, slow to come forward or have stalled ie market failure. The Place and Prosperity Framework can over time contribute towards unlocking of those opportunities. This benefit (with \* above) are unlikely to materialise from early investment.

**2.14** It is anticipated that direct investment intervention by the Council can also unlock and/or accelerate development by third parties at the same time as:

- Generating a good level of rental return
- Enabling the Council to benefit from 'marriage value' where perhaps the Council already has an interest in land.
- Enable increases in Business Rates income to the Council.

This is a key benefit of direct investment but is a medium term objective due to longer lead-in time but demonstrates how targeted investment can not only deliver an impact on the economy but also an uplift in capital values on other assets.

Note, the council should be clear how any surplus income would be spent and ensure it is not being directed towards general service spending.



- 2.15** This aligns with the Council's objectives in Regeneration, Enterprise Zone delivery and the employment priorities of HOSW LEP, and Local Plans. The Place and Prosperity Framework is a practical means by which the Council will have a direct role in delivery of wider strategic and policy ambitions.  
Note as the role of the LEP continues to evolve the Council will seek alignment with the emerging priorities.
- 2.16** The shorter-term objective needs to be realised by investment in assets, which contribute to other Council service delivery objectives around growth, placemaking, sustainable communities, economic development and regeneration. This future pipeline is envisaged would require further financial commitment.
- 2.17** Investments can be financed through Public Works Loan Board (PWLB), capital receipts or internal borrowing. The Council's current favoured route is generally through PWLB.
- 2.18** Investment opportunities often arise unexpectedly and it is important when considering the allocation of resources (internal and external) that the decisions made are made objectively, consistently and are informed by the correct advice and fit for purpose. The Council should also be able to move diligently when a compelling opportunity arises and to do this through a dedicated Investment Assessment Group of Officers and Councillors with the necessary delegated authority in place to progress acquisitions which meet the objectives agreed by the Council.

### **3.0 Legal & Regulatory Powers**

- 3.1** The Council has a range of legal powers that can be relied on to invest in other types of property, and to borrow in order to do so. Whilst it is clear that the Council has such powers, their application should be considered as part of the decision-making process when specific investment opportunities arise.
- 3.2** The Council has the power to acquire through s.120 of the Local Government Act 1972 and to invest through s.12 of the Local Government Act 2003.
- 3.3** The Council has statutory powers to invest for:
- a) any purpose relevant to its functions; or
  - b) the purposes of the prudent management of its financial affairs.
- 3.4** This power does not place a geographic limit on where the investment activity can take place; together with the associated power to acquire property under section 120, Local Government Act 1972, there is clear authority for purchasing land within and outside of the Council's area.
- 3.5** Potential investments would need to be considered in light of:
- a) The Statutory Guidance on Local Government Investments (3<sup>rd</sup> Edition), which came into force from 1<sup>st</sup> April 2018
  - b) The Prudential Code
  - c) The Treasury Management Code
- 3.6** The use of the above powers should be considered in conjunction with the framework for borrowing as the Council may borrow from the Public Works Loan Board to fund acquisitions. As a local authority, it has a clear power to borrow for "any purpose relevant to its functions or for the purpose of the prudent management of its financial affairs".
- 3.7** The Council cannot apply for new public loans from PWLB where it is seeking to make commercial property investments primarily for yield, including via a Council owned company or joint venture.
- 3.8** The Place and Prosperity Framework should be the 'fund of last resort' ie if Govt grant or other funding exists elsewhere then that opportunity should be evidenced as exhausted before Investment Funds are considered eg Levelling Up, SALIX etc.

## 4.0 Key Objectives of Place and Prosperity Framework

4.1 The Council's Place and Prosperity Framework objectives are defined as follows:

- Investing in and optimising the effectiveness of the existing council asset and new development investment to assist economic recovery
- Investing in Climate mitigation and adaptation
- Promoting new opportunities for local economic growth and wealth creation.
- Applying a clear, costed, risk managed and structured programme of investment using rigorous criteria and with appropriate decision-making capabilities to respond to market opportunities by making decisions made objectively, consistently and that are informed by the correct advice and fit for purpose
- The Place and Prosperity Framework should be the 'fund of last resort' ie if Govt grant or other funding exists elsewhere then that opportunity should be evidenced as exhausted before Investment Funds are considered eg Levelling Up, SALIX etc.

Investments have been grouped into four broad categories as set out below:-

A	B	C	D
PWLB Loans Eligible Criteria: <ul style="list-style-type: none"> <li>• <b>Service Delivery</b></li> <li>• <b>Economic Regeneration</b></li> <li>• <b>Preventative Action</b></li> </ul>			
<b>Delivered Via</b>			
Management of Existing Assets	Acquisition for District wide benefits	Direct Development of commercial prospects	Strategic Partnerships and Joint Ventures
Maximize use of and value of Council owned assets (land & buildings) linked to the Council's forthcoming Asset Management Strategy – Capital expenditure	Investments for regeneration purposes in order to deliver a wider social,service, environment, or community benefit – Capital expenditure	Rather than being an enabler the Council can take on development directly.	Examples could include Sub-division of larger premises vacant for some time. Conversion of offices into collaborative work hubs.

4.2 The investment criteria and risk / reward profiles are different for each category particularly where local social / economic benefits can be reflected

alongside commercial considerations. As such, there is a different scoring matrix prepared for each of the above, excluding Management of Existing Assets.

## **5.0 Different Types of Investment**

### **5.1 Category A - Management of Existing Assets**

The Council already owns a property portfolio (land and buildings) comprising operational and non-operational assets. Assets, which are determined as surplus to operational requirements via the emerging Asset Management Strategy, will be considered for investment purposes. The resource to undertake effective management of our property assets already exists in-house, and investment in our own assets is a continuation and extension of work already underway.

Non-operational Sites – there are currently a number of sites that are in progress eg the review of Council Depots, with anticipated receipts expected from their potential disposal/redevelopment.

Operational Sites – closely linked to the emerging Asset Management Strategy, the Council has the potential to make further changes to how staff work in and use buildings in order to rationalise space and better match customer requirements. Using operational space more efficiently, including opportunities to share office accommodation with partner organisations, has the ability to both reduce/share running costs and generate income from the commercial market.

With access to borrowing, under the Place and Prosperity Framework, there is potential across the estate to further optimise the use of our assets and invest in them to maximise capital values and/or rental yields.

Maximising the use of and value of Council owned assets to increase revenue return through appropriate change of use, is a key priority and it is anticipated that this will be the focus of the Place and Prosperity Framework over the short term. Where for commercial reasons it is considered more appropriate to sell Council owned assets, it is anticipated that these capital receipts will be reinvested in property assets - this will be managed by the emerging Asset Management Plan.

### **5.2 Category B - Acquisition for District Wide Benefits**

This type of property investment reflects the investment in property primarily for regeneration purposes in order to deliver a wider social, service, or community benefit. They may include:

- Strategic regeneration / placemaking opportunities that provide benefits to the wider community including buildings for charitable or community uses;
- Delivery of projects that otherwise might stall or not progress if left in private sector hands but will fulfil Council objectives;

- Non-financial gains where inward investment can create/maintain jobs or prevent local market failure;
- Purchase of underperforming property assets which provide key strategic regeneration opportunities to generate the catalyst for future economic development;
- Partnering with others to deliver broader benefits and unlock financial investments for the area that would otherwise be lost.
- It is envisaged that this is for investment solely within EDDC boundaries in a different portfolio of assets with the objective of providing a net income but also providing other District benefits e.g. micro and small business growth with local and rural economy benefit, regeneration, New Homes Bonus and Business Rates. In this instance, there are different objectives and therefore assessment criteria comprising factors wider than just income versus risk. The Council's approach to regeneration, economic growth and general prosperity is addressed through a wide range of strategies outside the scope of this Place and Prosperity Framework but it is seen that delivery of this Framework will have socio-economic benefits that aid local regeneration objectives. As such lower rates of return can be accepted.

### **5.3 Category C - Direct Development of Commercial Prospects**

Local Authorities have historically played an enabling role in promoting local commercial development but there is no reason why local authorities should not undertake direct development themselves. Risks do tend to be higher but potential rewards also greater. Development could embrace commercial prospects.

This is a more risky form of investment so should be considered only on manageable size development projects where there is also confidence in market demand (eg use of agreement for lease and pre-lets).

### **5.4 Category D - Strategic Partnerships and Joint Ventures**

These can be formed where the Council has a strategic asset / or acquires such an asset and rather than release this to the open market, can realise better control and encourage better quality development by taking a longer-term interest through working in partnership with the private sector.

The decision on whether to enter into a joint venture type approach, as opposed to direct sale or direct development will depend on the following:

- Scale of land holding and value for money implications (i.e. early sale v phased release)
- Complexity of development and / or infrastructure investment needed
- If 3rd party land required
- Specialist nature of development
- Market confidence

- Specialist Professional Advice
- Strategic policy objectives

## **6.0 Horizontal Principles – Climate Change**

As part of East Devon's delivery on climate change we committed to the **Devon Climate Change Declaration** in July 2019; as part of local government our contribution was to develop our climate change strategy and an action plan of activity with the identified themes set out below.

The themes in the Action Plan identify where the Council can make meaningful climate change interventions and include:

- Energy supply and consumption
- Permitting and encouraging low carbon development
- Improving the carbon footprint of existing buildings (public and private sector)
- Protecting and enhancing the natural environment
- Water supply and flood protection
- Transport and travel
- Purchasing and consumption
- Community resilience
- Education, communication and influencing behaviour

Applications that are assessed using this framework, if successful, will have to, where possible (at this early stage), evidence how they will contribute to achieving these targets either by mitigation or adaptation measures\* which should be taken forward to the project plan as part of its KPI's. If the information is not available at the point of application (ie the framework assessment), then undertakings should be included in the project's detailed design and operation as a horizontal principle and reported on.

(\*Mitigation is concerned with interventions designed to reduce emission sources and any carbon offsetting activity, whereas the adaptation section is concerned with an adjustment we make in response to climate change i.e. raising sea defences and supporting community resilience).

## **7.0 Informing Investment Criteria**

- 7.1** Reflecting the different aims and objectives for each type of investment, a matrix approach (Appendix A) has been developed to determine what is / what is not generally acceptable in terms of anticipated risk/ reward. Also, in shaping the Place and Prosperity Framework, consideration must also be given to achieving a balanced portfolio of different investments, reflecting the Treasury Management Code which prioritises, in order of importance:
- Security – protecting the capital sums invested from loss
  - Liquidity – ensuring the funds invested are available when needed i.e. asset could be disposed
  - Yield – an acceptable rate of return to cover the borrowing costs
- 7.2** The portfolio will take time to grow and ensure the longer-term ideal split of asset types is achieved.
- 7.3** The Council must be very mindful of which market sectors it chooses to invest in as different market sectors carry different risk profiles, discussed in section 6 of this Framework, but also offer different wider benefits and levels of return. In considering different market sectors, for the Place and Prosperity Framework, this will include the socio-economic benefits and level of added value and the multiplier effect.
- 7.4** Priority market sectors for the Place and Prosperity Framework are likely to be geared more towards innovation and high technology, smaller workshop space, leisure, food and beverage or tourism. What is key is that few market sectors will be disregarded completely and opportunities will be considered on their merit. That said, the very nature of the market sector the opportunity relates to, will impact on the scoring within the appropriate scoring matrix – particularly in respect of market failure, lease potential and socio-economic benefits. It will be the scoring matrix that takes precedent as the first step of considering investment opportunities and this should be followed by an appraisal of the opportunity via a standardised method proportionate to the level of investment being suggested eg at Appendix C.
- 7.5** The appraisal process will set out the current baseline (ie what is happening now), analyse the evidence-based options for consideration and set out the need for post project evaluation (PPE). The PPE will make clear what the outcomes to be evaluated are based on the original baseline and a set of Key Performance Indicators (KPI's) will be prepared as part of the project approval process. This will allow the Board and AMF to measure the performance of the project transparently. As the baseline may vary considerably over time, it is important that the best available data is used at the time of assessment to prepare the necessary monitoring information.

- 7.6** The Council could potentially borrow funds from PWLB at a rate currently of around 4.7%, or use internal borrowing or capital receipts.
- 7.7** One-off and on-going costs would be incurred in order to deliver the Framework, including, where acquiring assets, estimated average costs typically around ~6.67% of purchase price which includes commission, surveys, legal valuation and stamp duty and land tax (SDLT).
- Business Rates (should be covered by tenant as long as not void)
  - Repairs and maintenance (should be covered by tenant through service charge as long as not void)
  - Running costs of building, including building management (depending on lease type, again probably covered by service charge)
  - Additional staff costs or consultant fees if acquisition is externalised
  - Ongoing management costs – staff costs or consultant costs
- 7.8** The Council will also need to consider the level of reserves that should be maintained, the effect of borrowing on its credit score and its overall borrowing limits. In short, the Council must get the right balance between risk and reward in a prudent manner to ensure the costs from investment does not fall on the taxpayer.
- 7.9** Ongoing management of acquired assets. The scale of this task and importance depends on the nature of assets and importance of service charge regimes for recovery of costs. Based on the nature of assets a decision needs to be made on whether this would be dealt with in-house or by consultants who would be experienced at maximising value and have the skillsets and systems to do so.
- 7.10** Exit strategy - Assets should have good and marketable title although along with this, success in disposing of the asset will depend on market conditions at the time. It should be acknowledged that disposal of assets can be a protracted and uncertain process. Please note the condition under Preventative Action at 2.10 above.

## **8.0 Risks and Mitigation**

- 8.1** In terms of the management of risk, it is understood that there are inherent risks associated with investments and each business case will be required to identify the risks associated with that investment proposal and the Council will need to balance risk and reward proportionate to the scale of the investment proposed. It is to be expected that some of the risks the Council will be expected to consider will be:
- 8.2** Recession Risk  
There is a risk of the economy going into recession, capital values and rentals can fall as well as rise. Although this not seen as a significant risk now it needs to be factored into long terms decisions. The Place and



Prosperity Framework criteria will target low risk; low management investments that will better withstand any downturn and remain occupied and attractive to tenants, landlords and investors. (A recession is defined as successive 2 quarters of negative growth so if this persists into Q4 of 2022/23 then the UK will be in a recession)

Operating the Place and Prosperity Framework will entail making good decisions diligently in order to put offers forward. However, these can be made as conditional offers and contracts for sale need not be exchanged until the full due diligence and the necessary governance procedures have been completed.

### **8.3 Negative Climate Change Risk**

Projects should not increase the Council's current carbon if this is not possible then the project should have sufficient mitigations to minimise the carbon impact, including offsetting where appropriate.

### **8.4 Abortive Cost Risk**

Abortive costs will be incurred in making bids that do not succeed, or from choosing (as a result of due diligence) not to continue to exchange of contract. These costs may include feasibility studies, ground investigations, advisers' costs, legal costs, survey fees and officer time. This risk is inherent to property investment and the focus will be on ensuring that potential problems are identified at the earliest possible stage of each acquisition.

### **8.5 Interest Rate Risk**

The PWLB borrowing rates had been consistently below 3% for some time but this has changed recently and has increased to 4.7% and the Bank of England has predicted a UK recession (Nov 2022). To mitigate this risk of interest rate change the borrowing required for a business case will be undertaken and fixed at the time the scheme is committed.

### **8.6 Knowledge of the Market Risk**

Investment involves clear risks due to wider economic conditions, which are beyond the control of the Council. However, other property related risks, such as those relating to the condition of the property or complications with leases are easier to assess and manage.

The property market is driven by prompt responses to opportunities that may not be offered on the open market. The Council should be able to increase the potential to be offered access to such opportunities by engaging specialist external advisors. However, the ability to act diligently is critical and the Council will need to use its own knowledge of the District, combined with the wider market understanding of (external) specialists, to ensure that it adopts a proactive approach with property owners and specialist property investment agencies.

### **8.7 Operational Risk**

Property management has many inherent operational risks including:-

- Vacancies (voids) in the portfolio will reduce average yield. As well as lost rental income on vacant units, the Council could find itself liable for a share of on- going costs, which a tenant would normally pay such as empty property rates.
- Disputes with tenants. Common disputes include ongoing maintenance and repair costs of buildings and the ability to recover those costs from tenants.
- Tenant default, and that financing costs could rise.

These risks will be mitigated through the quality of the property and tenant.

### **8.8 Capacity Risk**

Operating a dynamic property investment function calls on a knowledge base and skill set which the Council does not currently have in depth. Although some relevant expertise does exist within the Council, existing workloads and ongoing projects make it unlikely that this could be released at the level required to support this type of activity.

Nevertheless, in order for the Council to successfully implement its Place and Prosperity Framework, it will need access to the type and level of expertise that can support robust and timely decision-making. It is likely that this will be best achieved by contracting with external property investment advisors who will do the following:

- Identify potential investment opportunities and evaluate values.
- Carry out necessary due diligence and advice on risks.
- Prepare individual business cases.
- Undertake commercial negotiations.
- Manage Freehold and leasing arrangements.
- Evaluate prospects for rental growth and capital appreciation.
- Provide an asset management plan for the portfolio

This use of external advisors will need to be carefully and consistently managed by the Director - Finance (CFO/S151) or the Assistant Director for Place assets and Commercialisation

### **8.9 Change of Government Policy Risk**

The Council will use the General Power of Competence to undertake the Place and Prosperity Framework. There is a risk that the Government could introduce limits to this power. If this were to happen, it would restrict future investment, including business cases in progress but is unlikely to be retrospective.

### **8.10 Assessing the risk of individual investment opportunities will be a key element of both the Outline Business Case and Full Business Case detailed within section 9 of this Framework.**

## **9.0 Required Skillsets**

- 9.1** Whilst an initial assessment of potential opportunities will be managed in-house, additional specialist investment agency, valuation and building surveying services might need to be procured through external consultants. As for specialist finance and legal advice, again external consultants and trainers might be needed.
- 9.2** Once the investment fund is established and investment criteria confirmed, external advisors can be appointed to assist in sourcing, evaluating and completing the acquisition process. Furthermore, the Council should consider retaining an external property management company to pro-actively manage future commercial assets going forward. In return for a fee of typically 5-10% of the rental income, the management company would deal with all landlord & tenant matters, lease events, rent collection and service charge arrangements in addition to dilapidation claims.
- 9.3** Notwithstanding the need to engage with specialist advisors, it will remain vitally important that the Council retains investment expertise in-house and can operate as an effective “informed client” in all negotiations with appointed advisors and to understand the implications of the advice provided. This role will be undertaken by the Assistant Director – Place, Assets & Commercialisation along with other colleagues as necessary but will impact on staff resourcing.
- 9.4** The Council will track internal resource required when considering investment opportunities and whilst potentially abortive, will ensure this is factored alongside ongoing management costs when assessing the performance of an investment opportunity. Furthermore, these costs will be included in the £20M investment fund to truly understand to ensure any debt incurred is met.

## **10.0 Assessment of Investment Opportunities – Weighted Scoring Matrices**

- 10.1** To ensure investment opportunities can be considered in a structured and objective manner, all such opportunities will be considered using one of the three weighted scoring matrices included in the attached Confidential Appendix A.

## **11.0 Assessment of Investment Opportunities – Process & Governance**

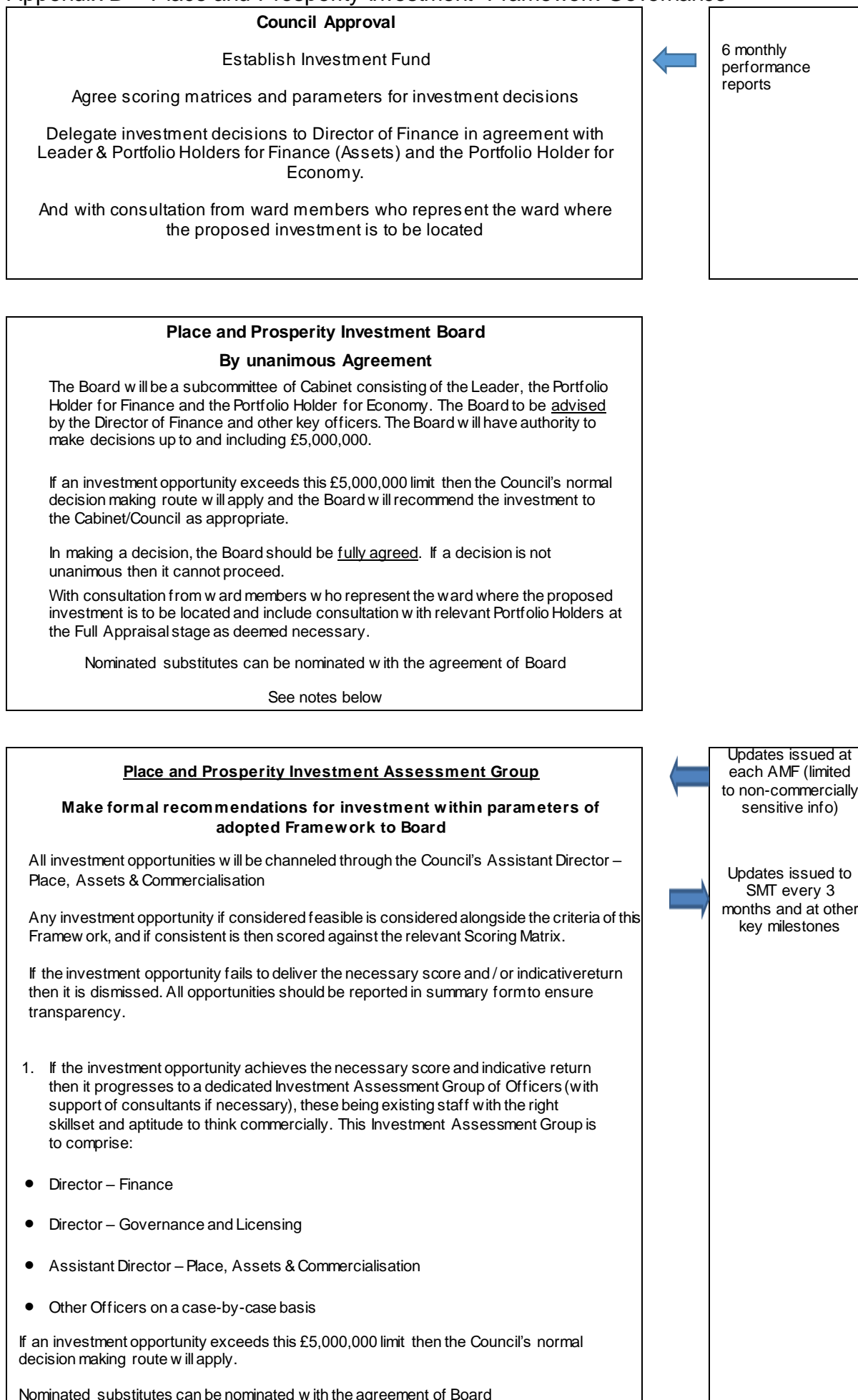
- 11.1** Investment opportunities often arise unexpectedly and it is important when considering the allocation of resources (internal and external) that the decisions are made objectively, consistently are informed by the correct advice and fit for purpose other Local Authorities with investment portfolios have taken this a similar approach and the proposal set out below is a proven model.

- 11.2** The process is as follows:

1. Relationships with external agents and the market be developed to ensure that this Council is understood by the market to be an investor.
2. Officers led by Assistant Director – Place, Assets & Commercialisation (PAC) working with external agents, colleagues and Councillors will identify investment opportunities. All property investment opportunities will be channelled via the PAC team (Note all referrals must be recorded so that introductions and commission fees can be correctly paid).
3. Any investment opportunity if considered feasible is considered alongside the criteria in this Framework, and if consistent it is then scored against the relevant Scoring Matrix.
4. If the investment opportunity fails to deliver the necessary score and / or indicative return then it is dismissed but a record of it must be kept and reported to AMF as part of the normal reporting cycle.
5. If the investment opportunity achieves the necessary score and indicative return then it progresses to a dedicated Investment Assessment Group of Officers (with support of consultants if necessary), these being existing staff with the right skillset and aptitude to think commercially. This Investment Assessment Group is to comprise:
  - Director – Finance
  - Director – Governance and Licensing
  - Assistant Director – Place, Assets & Commercialisation
  - Other Officers on a case-by-case basis

2. A Full Appraisal (example shown at Appendix C other formats are available eg using Argus or Proval the method chosen should be proportionate to the costs and complexity involved) ) is prepared to enable a final recommendation to invest following consideration by the Investment Assessment Board. The decision to invest is delegated to the Investment Board comprising;
  - A Full Appraisal (the method chosen should be proportionate to the costs and complexity involved) is prepared to enable a final recommendation on whether to invest to be considered by the Place and Prosperity Investment Assessment Board. The Board will be a subcommittee of Cabinet consisting of the Leader, the Portfolio Holder for Finance and the Portfolio Holder for Economy. The Board to be advised by the Director of Finance and other key officers. The Board will have authority to make decisions up to and including £5,000,000.
  - If an investment opportunity exceeds this £5,000,000 limit then the Council's normal decision making route will apply and the Board will recommend the investment to the Cabinet/Council as appropriate.
  - In making a decision, the Board should be fully agreed. If a decision is not unanimous then it cannot proceed.
- 11.3** This approach will ensure that resources are focused on delivering realistic investment opportunities rather than being diverted onto others that do not meet the agreed investment criteria. The approach will also ensure investments can be delivered in line with market expectations and in accordance with commercial confidentiality.
- 11.4** For avoidance of doubt, any investment that does not satisfy the objectives and scoring requirements of the Framework can only progress subject to standard decision-making arrangements within the constitution.
- 11.5** Wider reporting on investment decisions and performance of investment assets will be through 6 monthly reports to Council, updates to Asset Management Forum and to the Senior Management Team.
- 11.6** The decision-making and reporting arrangements are shown in Appendix B – Place and Prosperity Framework Governance.
- 11.7** The key drivers to successful delivery of this Framework are as follows:
  - Relationships with key players in the investment market
  - Officer expertise to identify and progress opportunities
  - Member understanding of the information presented and the appropriate training to be in place for Board members to build confidence.
  - Of greatest importance – Accountable objective and consistent decision making

## Appendix B – Place and Prosperity Investment Framework Governance



**Assessment of Investment Opportunities – Process & Governance:**

Investment opportunities often arise unexpectedly and it is important when considering the allocation of resources (internal and external) that the decisions are made objectively, consistently, are informed by the correct advice and fit for purpose. Other Local Authorities who invest for these reasons have taken a similar approach and the proposal set out below is a proven model:

- The Place and Prosperity Assessment Group of Officers led by Assistant Director – Place, Assets & Commercialisation working with external agents, colleagues and Councillors will identify investment opportunities. All property investment opportunities will be channelled via the PAC team (note all referrals must be recorded so that introductions and commission fees can be correctly paid).
- Any investment opportunity if considered feasible is considered alongside the criteria in this Framework, and if consistent, it is then scored against the relevant Scoring Matrix (see Appendix C).
- If the investment opportunity fails to deliver the necessary score and / or indicative return then it is dismissed but a record of it must be kept and reported to AMF as part of the normal reporting cycle.
- If the investment opportunity achieves the necessary score and indicative return then it progresses to a dedicated Place and Prosperity Investment Assessment Group of Officers (with support of consultants if necessary), these being existing staff with the right skillset and aptitude to think commercially. This Investment Assessment Group is to comprise:
  - Director – Finance
  - Director – Governance and Licensing
  - Assistant Director – Place, Assets & Commercialisation
  - Other Officers on a case-by-case basis
- A Full Appraisal (the method chosen should be proportionate to the costs and complexity involved) is prepared to enable a final recommendation on whether to invest to be considered by the Place and Prosperity Investment Assessment Board. The Board will be a subcommittee of Cabinet consisting of the Leader, the Portfolio Holder for Finance and the Portfolio Holder for Economy. The Board to be advised by the Director of Finance and other key officers. The Board will have authority to make decisions up to and including £5,000,000.
- If an investment opportunity exceeds this £5,000,000 limit then the Council's normal decision making route will apply and the Board will recommend the investment to the Cabinet/Council as appropriate.
- In making a decision, the Board should be fully agreed. If a decision is not unanimous then it cannot proceed.

# Scoring Matrix Category B - Acquisition for District Wide Benefits

## Name of Proposal

Scoring Appraisal	4	3	2	1	0	Score	Weighting
Criteria	Excellent/very good	Good	acceptable	marginal	unacceptable		
Location	major secondary	micro secondary	tertiary	non-market locations	prime sites	4	5
Market Failure	clear evidence of market failure	marginal to private sector	design quality not deliverable by private sector	potential private sector interest	confirmed private sector interest	4	5
Market Tenant demand	clear interest	good potential/no supply	reasonable interest/some supply	some interest	minimal interest	4	4
Lease potential	single let, good covenant and 11+ years	multiple let, good covenant and 10 years	limited trading performance and 5 years	new start-ups	Poor tenant covenant	4	3
Repairing terms	Full repair and insure by tenant	internal repair 100% recoverable through service charge	internal repairing - partially recoverable through service charge	internal repairing - other works non recoverable through the service charge	landlord responsibilities	4	3
Socio-economic benefits	strong added value and catalytic effect	job growth in priority sectors	local job growth and/or retention	nominal job growth and/or retention	minimal job growth	4	3
Lot sizes	£3m-£5M	£2.5-£3m	£2m-£2.5	£1-£2m	<£1m	4	2
					Score		100%
						check box for Y	
Which category of PWLB defined Activity does the proposal fall under:							
Service delivery: This is expenditure on assets that form part of the authority's public service delivery						<input type="checkbox"/>	if no then don't proceed
Regeneration: This involves direct investments in assets to generate additional social or economic benefits.						<input type="checkbox"/>	if no then don't proceed
Preventative action: This is a special category which involves direct financial support to local companies or acquiring assets as a way to protect jobs, prevent social or economic decline						<input type="checkbox"/>	if no then don't proceed



Has the opportunity been assessed against the Bid Smart process to ensure there are no other existing funds that can be applied for and used.	<input type="checkbox"/>	
Has the opportunity scored zero against any category it will automatically be dismissed and not progressed further.	<input type="checkbox"/>	
If an opportunity scores one against two different categories then it will also be dismissed and not progressed further.	<input type="checkbox"/>	
For an opportunity to progress to Outline Business Case, it must score more than 65% and provide an indicative net return of more than 1.25%.	<input type="checkbox"/>	
Where multiple opportunities are being considered at the same time, and where there is limited investment fund available, that opportunity with the highest score (and above 65%) will be progressed to Outline Business Case	<input type="checkbox"/>	
Sector – No more than 35% should be invested in any sector and a balance of traditional and alternative sectors should be broadly maintained in line with the above sector target weighting recommendations.	<input type="checkbox"/>	
WAULT- A weighted average unexpired lease term (WAULT) in excess of 5 years should be maintained across the portfolio to protect against short term fluctuations in tenant demand and to maintain the security level of the revenue stream.	<input type="checkbox"/>	
Individual properties will be fully financially and physically appraised using the risk and return matrix. This will be specific to each and every property proposed for purchase.	<input type="checkbox"/>	
Minimising management and risk. Preference will be given to single occupancy investments although multi-let properties or multi-unit schemes will still be considered.	<input type="checkbox"/>	
Location within EDDC Boundary only	<input type="checkbox"/>	
Inclusion in the EDDC area or the impact on the economy of EDDC will be a deciding factor when all other attributes are equal.	<input type="checkbox"/>	
Market Rent (MR) (fair market value of property while rented out in a lease) should be equal to or above passing rent (the rent that	<input type="checkbox"/>	
Market sectors and locations with rental growth and good letting prospects will be actively sought.	<input type="checkbox"/>	
Planning approvals of that and any other surrounding developments , in situ- or proposed.	<input type="checkbox"/>	

Scoring Matrix Category C - Direct Development Commercial Properties

Name of Proposal

Scoring Appraisal	4	3	2	1	0	Score	Weighting	Weighted Score
Criteria	Excellent/very good	Good	acceptable	marginal	unacceptable			
Location	Local Prime	Major Secondary	Micro Secondary	Tertiary	non-market location	4	6	24
Market Demand	Proven take up - pre let agreed	clear interest prelet agreed	Good evidence - no prelet	Some interest - no pre-let agreed	minimal interest - no prelet agreed	4	6	24
Lease potential	single let, good covenant and 11+ years	single let, good covenant and 15+ years	multilet with good covenant and 15+ years	multi let good covenant 10+ years	<10 year lease	4	3	12
Repairing terms	Full repair and insure by tenant	internal repair 100% recoverable through service charge	internal repairing - partially recoverable through service charge	internal repairing - other works non recoverable through the service charge	landlord responsibilities	4	4	16
Socio-economic benefits	strong added value and catalytic effect	job growth in priority sectors	local job growth and/or retention	nominal job growth and/or retention	minimal job growth	4	2	8
Development Costs	£2m-£3M	£1-£2m	£3m-£5	<£1m	>£5m	0	2	0
					Score			91%
						check box for Y		
Which category of PWLB defined Activity does the proposal fall under:								
Service delivery: This is expenditure on assets that form part of the authority's public service delivery						<input type="checkbox"/>	if no then don't proceed	
Regeneration: This involves direct investments in assets to generate additional social or economic benefits.						<input type="checkbox"/>	if no then don't proceed	
Preventative action: This is a special category which involves direct financial support to local companies or acquiring assets as a way to protect jobs, prevent						<input type="checkbox"/>	if no then don't proceed	
Has the opportunity been assessed against the Bid Smart process to ensure there are no other existing funds that can be applied for and used.						<input type="checkbox"/>		
Has the opportunity scored zero against any category it will automatically be dismissed and not progressed further.						<input type="checkbox"/>		

If an opportunity scores one against two different categories then it will also be dismissed and not progressed further.	<input type="checkbox"/>		
For an opportunity to progress to Outline Business Case, it must score more than 65% and provide an indicative net return of more than 1.25%.	<input type="checkbox"/>		
Where multiple opportunities are being considered at the same time, and where there is limited investment fund available, that opportunity with the highest score (and above 65%) will be progressed to Outline Business Case	<input type="checkbox"/>		
Sector – No more than 35% should be invested in any sector and a balance of traditional and alternative sectors should be broadly maintained in line with the above sector target weighting recommendations.	<input type="checkbox"/>		
WAULT- A weighted average unexpired lease term (WAULT) in excess of 5 years should be maintained across the portfolio to protect against short term fluctuations in tenant demand and to maintain the security level of the revenue stream.	<input type="checkbox"/>		
Individual properties will be fully financially and physically appraised using the risk and return matrix. This will be specific to each and every property proposed for purchase.	<input type="checkbox"/>		
Minimising management and risk. Preference will be given to single occupancy investments although multi-let properties or multi-unit schemes will still be considered.	<input type="checkbox"/>		
Location within EDDC Boundary only	<input type="checkbox"/>		
Inclusion in the EDDC area or the impact on the economy of EDDC will be a deciding factor when all other attributes are equal.	<input type="checkbox"/>		
Market Rent (MR) (fair market value of property while rented out in a lease) should be equal to or above passing rent (the rent that is payable at any particular time, allowing for lease incentives)	<input type="checkbox"/>		
Market sectors and locations with rental growth and good letting prospects will be actively sought.	<input type="checkbox"/>		
Planning approvals of that and any other surrounding developments , in situ- or proposed.	<input type="checkbox"/>		

# Scoring Matrix Category D - Strategic partnerships and Joint Ventures

## Name of Proposal

Scoring Appraisal	4	3	2	1	0	Score	Weighting	weighted score
Criteria	Excellent/very good	Good	acceptable	marginal	unacceptable			0
Benefit of partnering or JV – availability of finance/ expertise/ 3rd party land interest needed	Essential – as cannot secure 3rd party land interest/ finance / expertise	Very desirable – difficulty in securing 3rd party land interest/ finance / expertise	Marginally desirable - difficulty in securing 3rd party land interest/ finance / expertise	X	No benefit of partnering or JV	4	5	20
Location	local prime	Major secondary	micro secondary	Tertiary	non-market location	4	5	20
Market Demand	Proven take-up – pre-let agreed	Clear interest – pre-let agreed	Good evidence – no pre-let agreed	Some interest – no pre-let agreed	Minimal interest – no pre-let agreed	4	5	20
Lease potential	single let, good covenant and 20+ years	single let, good covenant and 15+ years	Multi let, good covenant and 15+ years	Multi let, good covenant and 10+ years	< 10 year lease	4	3	12
Repairing terms	Full repair and insuring	internal repair 100% recoverable through service charge	internal repairing - partially recoverable through service charge	internal repairing - other works non recoverable through the service charge	landlord responsibilities	4	3	12
Socio-economic benefits	strong added value and catalytic effect	job growth in priority sectors	local job growth and/or retention	nominal job growth and/or retention	minimal job growth	4	2	8
Lot sizes	£2m-£3M	£1-£2m	£3m-£5M	<£1M	>£5m	4	2	8
					Score		55	100%
						check box for Y		

Which category of PWLB defined Activity does the proposal fall under:		
Service delivery: This is expenditure on assets that form part of the authority's public service delivery	<input type="checkbox"/>	if no then don't proceed
Regeneration: This involves direct investments in assets to generate additional social or economic benefits.	<input type="checkbox"/>	if no then don't proceed
Preventative action: This is a special category which involves direct financial support to local companies or ac	<input type="checkbox"/>	if no then don't proceed
Has the opportunity been assessed against the Bid Smart porcess to ensure there are no other existing funds that can be applied for and used.	<input type="checkbox"/>	
Has the opportunity scored zero against any category it will automatically be dismissed and not progressed further.	<input type="checkbox"/>	
If an opportunity scores one against two different categories then it will also be dismissed and not progressed further.	<input type="checkbox"/>	
For an opportunity to progress to Outline Business Case, it must score more than 65% and provide an indicative net return of more than 1.25%.	<input type="checkbox"/>	
Where multiple opportunities are being considered at the same time, and where there is limited investment fund available, that opportunity with the highest score (and above 65%) will be progressed to Outline Business Case	<input type="checkbox"/>	
Sector – No more than 35% should be invested in any sector and a balance of traditional and alternative sectors should be broadly maintained in line with the above sector target weighting recommendations.	<input type="checkbox"/>	
WAULT- A weighted average unexpired lease term (WAULT) in excess of 5 years should be maintained across the portfolio to protect against short term fluctuations in tenant demand and to maintain the security level of the revenue stream.	<input type="checkbox"/>	
Individual properties will be fully financially and physically appraised using the risk and return matrix. This will be specific to each and every property proposed for purchase.	<input type="checkbox"/>	

Minimising management and risk. Preference will be given to single occupancy investments although multi-let properties or multi-unit schemes will still be considered.	<input type="checkbox"/>	
Location within EDDC Boundary only	<input type="checkbox"/>	
Inclusion in the EDDC area or the impact on the economy of EDDC will be a deciding factor when all other attributes are equal.	<input type="checkbox"/>	
Market Rent (MR) (fair market value of property while rented out in a lease) should be equal to or above passing rent (the rent that is payable at any particular time, allowing for lease incentives)	<input type="checkbox"/>	
Market sectors and locations with rental growth and good letting prospects will be actively sought.	<input type="checkbox"/>	
Planning approvals of that and any other surrounding developments , in situ- or proposed.	<input type="checkbox"/>	

score list values

0

1

2

3

4

5

## Appendix D

### ECONOMIC APPRAISAL PRO-FORMA

*The aim of the pro-forma is to provide an adequate record of the economic and financial factors that are considered in deciding whether or not an investment is worthwhile. For this reason, the questions should be answered as comprehensively as possible. Where the answer to a specific question is already held on file, an abbreviated response referring to the location of the information is adequate. However, the additional information must accompany those pro-formae. All pro-formae and relevant additional information must be retained for Auditing purposes. A checklist is included as Appendix C to ensure that the pro-forma has been completed to a satisfactory standard and supports the case to award public funding to the activity.*

*If a comprehensive economic appraisal and business plan has already been prepared by another funding agency, then the economic and financial details should be inserted on the spreadsheets provided with this pro-forma. If the project is to be funded from several sources, it is preferable that one overall appraisal is carried out which reconciles the outputs of the project with the strategic needs of all promoters.*

*The pro-forma follows the Treasury's "Green Book". It is not, however, a substitute for it. The person completing the form should, at the very least, have read and be familiar with the Green Book.*

#### **General Information**

<b>i) Name of Fund</b>	
<b>ii) EDDC Department</b>	
<b>iii) Other Office:</b>	
<b>iv) Contact email:</b>	
<b>v) Telephone/extension:</b>	
<b>vi) Name of project promoter:</b>	
<b>vii) Funding Programme:</b>	
<b>viii) Application Reference Number</b>	
<b>ix) Details of other appraisals of this project by:</b>	
<b>- Banks:</b>	
<b>- Government Departments:</b>	
<b>- Others:</b>	



**x) Economic Appraisal prepared by:** \_\_\_\_\_  
**Date:** \_\_\_\_\_

### ***Definition of needs and objectives***

1. Describe the current type and level of activity. Explain the need for the project and how this need was established (*e.g. market research; specific investment identified in an agreed strategic investment plan*).

Also, please note that social need has to be addressed in this section of the proforma as well as in the non-monetary analysis, e.g. include the appropriate measure of deprivation for the target area and identify which of the 7 domains are being targeted by the project, eg income, employment, education & skills etc.

--

2. What are the objectives of the project? (e.g. to create x full time jobs)  
*These should be **Specific, Measurable, Agreed, Realistic and Time dependent**.*

--

3. How will the project contribute to achieving the objectives of the funding programme?

--

4. Which measure / theme of the funding programme will the project be funded through?

5. For all projects the environmental impacts of the project should be described, (both positive and negative). This issue will be more important for some types of project

--

6. Describe how the proposal you are making will contribute to the themes in the Climate Change Action Plan where the Council can make meaningful climate change interventions and include:

- Energy supply and consumption
- Permitting and encouraging low carbon development
- Improving the carbon footprint of existing buildings (public and private sector)
- Protecting and enhancing the natural environment
- Water supply and flood protection
- Transport and travel
- Purchasing and consumption
- Community resilience
- Education, communication and influencing behaviour

Applications that are assessed using this framework, if successful, will have to, where possible (at this early stage), evidence how they will contribute to achieving these targets either by mitigation or adaptation measures\* which should be taken forward to the project plan as part of its KPI's. If the information is not available at the point of application (ie the framework assessment), then undertakings should be included in the project's detailed design and operation as a horizontal principle and reported on.

(\*Mitigation is concerned with interventions designed to reduce emission sources and any carbon offsetting activity, whereas the adaptation section is concerned with an adjustment we make in response to climate change i.e. raising sea defences and supporting community resilience).

Note: As the Council doesn't currently have a carbon impact assessment tool you should liaise with our colleagues in Exeter University (South West Energy and Environment Group) to assist you in assessing the carbon impact of your proposal (please see the link below).

[Centre for Energy and the Environment | Centre for Energy and the Environment | University of Exeter](#)

## Options

*The single largest source of confusion in appraisal is the baseline from which costs and benefits are measured. For a commercial appraisal the baseline or 'Do nothing' option is what the business is currently doing and is projected to do without financial support.*

*For a non-commercial project, ie one justified by the social benefits it brings, financial support levels are often high, hence the appraisal should include more than one "do something" option. In these cases the do nothing option is the current level of activity. If this cannot be costed then it is especially important that the baseline activity or service is described in detail.*

- 6 Describe in detail the Baseline and main options which have been identified as the alternative ways of meeting the objectives of the project:

6(a) Baseline option (describe what is currently happening).

--

6(b) Option 1

--

6(c) Option 2

--

6(d) If only one 'Do Something' option is identified please indicate which of the following reasons is relevant:

Please tick:

- i. ☐ Commercial investment
- ii. ☐ No realistic variations in scale exist
- iii. ☐ No components of the project could be carried out separately
- iv. ☐ No phasing options are available
- v. ☐ Legal constraints (e.g. health and safety legislation)
- vi. ☐ Financial constraints
- vii. ☐ Other

6 (e) Please elaborate on the reasons for ticking boxes i to vii in question 5(d):

--

7. Provide a summary of the economic costs and benefits of each option excluding loan and interest costs.

	Baseline	Option 1	Option 2
(a) What are the total monetary costs for each of the options (Total costs in years 1-5, unless the life of the project is less than 5 years - see row A of cash flows in Appendix A)			
(b) What are the monetary benefits of each option (receipts/income before loan and interest payments for years 1-5, unless the life of the project is less than 5 years – see row B of cash flows in Appendix A)			
(c) Net Benefit (ie Net cash flow before loan and interest payments - see row C of cash flows in Appendix A)			

8. For each option, provide details of non-monetary factors which should be taken into consideration, for example, the impact of the project on the local community, the environment, Equality etc. *(EG. The impact of the various options on the specific domains of deprivation targeted by the project should be considered.)*

Baseline

--

(b) Option 1

--

(c) Option 2

--

9. Other considerations:

(a) Displacement - Would any of the 'Do Something' options impact on any existing project or business in The District? If yes, please give details of expected impact.

Option 1

ii) Option 2

(b) Additionality - In the absence of financial support, would any of the 'Do Something' options go ahead? If yes, please give details regarding scale, timing and geographical area.

Option 1

ii) Option 2

10 Selection of preferred option

(a). Please state the preferred option, taking into consideration the information provided in the answers to questions 5 to 8 above.

Option:

10(b) Please give rationale for choice of preferred option:

11. What is the total project cost (ie provide the total cost of the capital items to be acquired for the project. In addition, give details of any other components of the project for which financial support is requested, eg marketing or training costs.)?

<b>a) Capital Expenditure</b>	
- Buildings	
- Refurbishment	
- Equipment/Machinery	
- Other.....	
<b>b) Other recurrent/revenue costs for which financial support is requested (These are likely to refer only to marketing/promotion and training costs).</b>	
-	
-	
-	
-	
<b>c) Contribution in kind*</b> - (only included for rural development type projects where this is an eligible expenditure for financial assistance purposes)	
<b>Total</b>	

12. Indicate the sources of funding for the project.

<b>a) Capital Funding</b>		<b>Total</b>
Capital finance requested from EDDC		
Capital loan requested from other funding organisations		
Own resources (to fund capital items eligible for financial assistance)		
Bank		
Other funds		
<b>b) Recurrent/Revenue cost funding (ie normally for marketing/promotion &amp; training costs)</b>		
Recurrent/Revenue loan requested from EDDC		
Recurrent/Revenue loan requested from other funding organisations		
Own resources (to fund non-capital costs for which financial support is requested)		
<b>c) Contribution in kind<sup>‡</sup></b> (only included for rural development type projects where this is an eligible expenditure for financial assistance purposes)		

\* Please note that the value of the contribution in kind as an eligible expenditure for finance purposes has to be independently assessed and audited and is only allowed for specific types of project. **It should normally be assumed that contributions in kind are not allowable.** Contributions in kind are not carried forward into the financial cashflows or profit and loss accounts.

**Total**

13a. Which of the 'Other' loan have already been approved? If appropriate, what does the 'contribution in kind' relate to?

--

13b. Management and Management Structure – describe the management structure and skills that are necessary to implement the preferred option. Does the promoter have these skills? If not, what budget has been allowed for training and when will it be completed?

--

13c Marketing – Describe the marketing steps required to implement the preferred option. Have the costs of these steps been included in the budget? If not, how are they to be funded?

--

14. What levels of profit or loss are generated in the first three years of the project's life? (Rows C and E in Appendix B)

	Before loan requested (C)	After loan requested (E)
Year 1	<hr/>	<hr/>
Year 2	<hr/>	<hr/>
Year 3	<hr/>	<hr/>

**Please provide full details of the profit and loss accounts in Appendix B**

15. What are the net cash flows, for the preferred option, in the first 3 years of the project life, before and after loan? (Rows E and G in Appendix A cash flows)

	Before loan requested - Row (E)	After loan requested (& after other funds) - Row (G)
Year 1	<hr/>	<hr/>
Year 2	<hr/>	<hr/>
Year 3	<hr/>	<hr/>

15a. Why is financial assistance being considered for this project?

--



15b. When does the project become viable? \_\_\_\_\_

### Assessment of Risk

16. For the preferred option only - What is the effect on profits (including finance) of:

	Year 1		Year 2		Year 3
a) 10% increase in costs					
b) 30% increase in costs					
a) 10% reduction in receipts/income*					
b) 30% reduction in receipts/income*					

\*do not apply a reduction to existing or requested recurrent/revenue finance income

17. For the preferred option only - What is the effect on net cash flow (including finance) of:

	Year 1		Year 2		Year 3
a) 10% increase in costs					
b) 30% increase in costs					
a) 10% reduction in receipts/income*					
b) 30% reduction in receipts/income*					

\*do not apply a reduction to existing or requested recurrent/revenue finance income

18. Please identify the main risks associated with the project, and actions proposed to minimise these risks:

--

### Monitoring

19a. Please give details of the proposed arrangements for the monitoring of the project, if it is approved.

(i) What information will be monitored?

--

(ii) Who will be responsible for providing the monitoring information?

--

(iii) When will monitoring take place?

--

### **Post Project Evaluation**

19b. Please give details of the proposed arrangements for the Post Project Evaluation (PPE) of the project, if it is approved.

(i) What information will be evaluated?

--

(ii) Who will be responsible for providing the evaluation information?

--

(iii) When will the evaluation take place?

--

20. Please give any additional information which you feel is relevant to this appraisal and strengthens the case for providing finance assistance, e.g track record, equality, political factors.

--

### **21. Summary Information**

a)	Project start date:	
b)	Location:	
c)	Total capital expenditure:	£

d)	Total loan requested:	£
	of which:-	
	- capital loan from	£
	- recurrent/revenue cost loan from EDDC ( usually marketing/promotion/training loan)	£
	- Loan requested from other Funding Bodies (give details)	£
E)	Number of direct jobs created:	
f)	Total cost per direct job created:	

22. Give details of all the assumptions used in the financial projections, i.e. the assumptions underlying receipts/income, costs and funding projections. For example, volume of sales, unit prices, numbers of tourists, occupancy levels, wages and salaries rate of inflation, levels of funding received from each organisation, projected income from fundraising etc.

--

Assumptions			
	Year 1	Year 2	Year 3

23. List the beneficiaries of this project, e.g. input suppliers, wholesalers, employees, owners of business.

--

24. For existing businesses, profit and loss accounts and balance sheets for the previous 2 years should be provided.



***Appendix A: Cash Flows***

For each option please provide a breakdown of the estimated costs and receipts/ income.  
(Please complete the attached cash flow for the first 5 years of the projects life). Also, show the net cash flow before and after loan and interest deductions.

a) Baseline option – Continuation of the current level of production/service provision for existing businesses.

	<b>CASHFLOW: Project year</b>					<b>Totals</b>
<b>Costs (excluding interest payments)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>years 1-5</b>
Land						
Buildings						
Refurbishment						
Equipment/Machinery						
Rent/Rates						
Salaries/drawings						
Other Costs						
<b>(A) Total costs</b>						
<b>(B) Total receipts/income (excluding loan)</b> If appropriate, include income from fundraising, annual subscriptions etc						
<b>(C) Net cash flow – before loan and interest payments</b>						
Interest payments*						
<b>(D) Net cash flow before loan, after deduction of interest payments</b>						
Value of any existing ongoing revenue loan expected over the period (ie ongoing revenue finance approved prior to this application for funding)						
<b>(E) Net cash flow after existing ongoing revenue loan and interest payments</b>						
<b>Total loan requested on this proforma</b> (ie. from all sources of public money = <b>sum of i to iv below</b> ): This section is not usually relevant for the baseline option.						
(i) capital finance requested to support buildings expenditure						
(ii) capital finance requested to support refurbishment expenditure						
(iii) capital finance requested to support equipment/machinery expenditure						
(iv) Recurrent/Revenue loan requested (ie non-capital loan – usually for marketing/ training )**						
<b>(F) Net cash flow after loan and interest payments</b>						
Other funds (eg promoter's contribution or bank loan to cover capital expenditure on buildings, refurbishment & equipment/machinery etc.)						
<b>(G) Net cash flow after loan, interest payments and other funds</b>						
<b>(H) Cumulated net cash flow after loan, interest payments and other funds</b>						
Repayment of loan						
<b>(I) Cumulated net cash flow after loan repayment</b>						

\* Interest on loan and overdraft

\*\* Recurrent/Revenue finance requested - normally refers to a finance for marketing/promotion and/or training costs.

\*\*\* Capital finances are finances requested to support buildings refurbishment and equipment/machinery expenditure.

b) Option 1

	<b>CASHFLOW: Project year</b>					<b>Totals</b>
<b>Costs (excluding interest payments)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>years 1-5</b>
Land						
Buildings						
Refurbishment						
Equipment/Machinery						
Rent/Rates						
Salaries/drawings						
Other Costs						
<b>(A) Total costs</b>						
<b>(B) Total receipts/income (excluding loan)</b> If appropriate, include income from fundraising, annual subscriptions etc						
<b>(C) Net cash flow – before loan and interest payments</b>						
Interest payments*						
<b>(D) Net cash flow before loan, after deduction of interest payments</b>						
Value of any existing ongoing revenue loan expected over the period (ie ongoing revenue finance approved prior to this application for funding)						
<b>(E) Net cash flow after existing ongoing revenue loan and interest payments</b>						
<b>Total loan requested on this proforma</b> (ie. from all sources of public money = <b>sum of i to iv below</b> ):						
(i) capital finance requested to support buildings expenditure						
(ii) capital finance requested to support refurbishment expenditure						
(iii) capital finance requested to support equipment/machinery expenditure						
(iv) Recurrent/Revenue loan requested (ie non-capital loan—usually for marketing/ training )						
<b>(F) Net cash flow after loan and interest payments</b>						
Other funds (eg promoter's contribution or bank loan to cover capital expenditure on buildings, refurbishment & equipment/machinery etc.)						
<b>(G) Net cash flow after loan, interest payments and other funds</b>						
<b>(H) Cumulated net cash flow after loan, interest payments and other funds</b>						
Repayment of loan						
<b>(I) Cumulated net cash flow after loan repayment</b>						

\* Interest on loan and overdraft

\*\* Recurrent/Revenue finance requested - normally refers to a finance for marketing/promotion and/or training costs.

\*\*\* Capital finances are finances requested to support buildings refurbishment and equipment/machinery expenditure.

c) Option 2

	<b>CASHFLOW: Project year</b>					<b>Totals</b>
<b>Costs (excluding interest payments)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>years 1-5</b>
Land						
Buildings						
Refurbishment						
Equipment/Machinery						
Rent/rates						
Salaries/drawings						
Other Costs						
<b>(A) Total costs</b>						
<b>(B) Total receipts/income (excluding loan)</b> If appropriate, include income from fundraising, annual subscriptions etc						
<b>(C) Net cash flow – before loan and interest payments</b>						
Interest payments*						
<b>(D) Net cash flow before loan, after deduction of interest payments</b>						
Value of any existing ongoing revenue loan expected over the period (ie ongoing revenue finance approved prior to this application for funding)						
<b>(E) Net cash flow after existing ongoing revenue loan and interest payments</b>						
<b>Total loan requested on this proforma</b> (ie. from all sources of public money = <b>sum of i to iv below</b> ):						
(i) capital finance requested to support buildings expenditure						
(ii) capital finance requested to support refurbishment expenditure						
(iii) capital finance requested to support equipment/machinery expenditure						
(iv) Recurrent/Revenue loan requested (ie non-capital loan—usually for marketing/ training )**						
<b>(F) Net cash flow after loan and interest payments</b>						
Other funds (eg promoter's contribution or bank loan to cover capital expenditure on buildings, refurbishment & equipment/machinery etc.)						
<b>(G) Net cash flow after loan, interest payments and other funds</b>						
<b>(H) Cumulated net cash flow after loan, interest payments and other funds</b>						
Repayment of loan						
<b>(I) Cumulated net cash flow after loan repayment</b>						

\* Interest on loan and overdraft

\*\* Recurrent/Revenue finance requested - normally refers to a finance for marketing/promotion and/or training costs.

\*\*\* Capital finances are finances requested to support buildings refurbishment and equipment/machinery expenditure.



## Appendix B: Profit and Loss Estimate for the Preferred Option

For the proposed project please provide a profit and loss account for the first three years of the projects life.

			Default
Which option is the preferred option?			Lifespans
Insert average lifespan of buildings to be financially supported		years	25
Insert average lifespan of refurbishment to be financially supported		years	10
Insert average lifespan of equipment/machinery to be financially supported		years	7

### Profit and Loss Account

	Project Year		
	1	2	3
<b>Receipts/Income (excluding funding for capital)</b>			
Sales income			
Other trading income			
- Projected annual fundraising income			
-			
-			
- Value of any existing ongoing revenue loan expected over the period (ie ongoing revenue approved prior to this application for funding)			
<b>(A) Total Receipts/Income</b>			
<b>Costs (excluding capital expenditure)</b>			
Wages / Salaries (not including drawings)			
Rent/ Rates			
Purchases (ie. direct costs- materials/stock)			
Marketing/Promotion			
Training Costs			
Stationery			
Telephone/Fax			
Heat, Light & Electricity/ Water			
Motor expenses			
Accountancy			
Repairs/Maintenance Costs			
Insurance			
Sundries			
Haulage & Packaging			
Interest payments*			
Other costs – give details.....			
Depreciation of existing capital items (applies to existing businesses)			
Depreciation of new capital items (before capital finance**)			
<b>(B) Total Costs</b>			
<b>(C) Net Profit / Loss - Before Loan</b>	0	0	0
Depreciation of new capital items (after capital finance**)	0	0	0

\* Interest on loan and overdraft

\*\* Capital finance is defined as the level of finance requested to support building, refurbishment and equipment/machinery expenditure.

\*\*\* Recurrent/Revenue finance requested - normally refers to a finance for marketing/promotion and/or training costs.

<b>(D) Net Profit / Loss - After capital finance</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recurrent/Revenue finance(s) requested***	0	0	0
<b>(E) Net Profit/Loss - After Recurrent/Revenue Finance(s)</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Interest on loan and overdraft

\*\* Capital finance is defined as the level of finance requested to support building, refurbishment and equipment/machinery expenditure.

\*\*\* Recurrent/Revenue finance requested - normally refers to a finance for marketing/promotion and/or training costs.



## **Appendix C: Checklist For Projects**

**This checklist is provided to ensure that the proforma has been completed to a satisfactory standard and supports the case to award assistance to the project.**

- (i) Is the need for the project clearly demonstrated? (Q1)
- (ii) Are the current (baseline) and proposed options described in sufficient detail? (Q1, Q5)
- (iii) Does the preferred option generate the highest net monetary benefit or for projects with a single option is a net benefit generated? (Q6)
- (iv) Do the non-monetary benefits help to justify the need for the proposed project? (Q7)
- (v) If displacement occurs, is it at an acceptable level? (Q8a)
- (vi) Will the provision of finance assistance
  - speed up the progress of the project
  - or
  - improve the scale of the project
  - or
  - affect the location of the project? (Q8b)
- (vii) Is the rate of finance to be provided at the standard rate for this type of project? (If not, why not?) (Q11,12)
- (viii) Can an award of finance assistance be justified for this project? (Q3, 15a, 20)

- (ix) Is the project viable? (ie profitable) (Q13)
- (x) Does the cashflow improve over the first 3 years of the project's life? (Q14)
- (xi) Will the project remain viable if there is a 10% increase in costs or a 10% decrease in receipts/income? (If not, the project parameters may need to be reassessed) (Q16)
- (xii) Will the project remain viable if costs are increased by 30% and/or receipts/income decreased by 30%? (Is such a scenario likely? If yes, should the project parameters be reassessed or is close monitoring adequate?) (Q16)
- (xiii) Are the actions proposed to minimise risk acceptable? (Q18)
- (xiv) Are the monitoring and post-project evaluation arrangements satisfactory? (Q19)
- (xv) Are the projected cashflows and profit and loss accounts based on sound information? (Q22)

**As a general rule, financial assistance should only be provided to projects which provide the best value for money (best option), satisfy the additionality criterion and are viable. If the answer “Yes” or “Not appropriate” is given to each of the 15 questions above then the award of assistance can be justified.**

Baseline Option

CASH FLOWS: BASELINE OPTION														
Optional description														
	Project Year					Totals								
Costs (excluding interest payments)	1	2	3	4	5	years 1-5								
Land	0	0	0	0	0									
Buildings	0	0	0	0	0									
Refurbishment	0	0	0	0	0									
Equipment /Machinery	0	0	0	0	0									
Rent/Rates	0	0	0	0	0									
Salaries/drawings	0	0	0	0	0									
Other costs	0	0	0	0	0									
<b>(A) Total Costs</b>	0	0	0	0	0	0								
<b>(B) Total receipts/income (excluding grants)</b>														
If appropriate, include income from fundraising, annual subscriptions etc.	0	0	0	0	0	0								
<b>(C) Net cash flow - before grants and interest payments</b>	0	0	0	0	0	0								
Interest Payments*	0	0	0	0	0									
<b>(D) Net cash flow before grants, after deduction of interest payments</b>	0	0	0	0	0	0								
Value of any existing ongoing revenue grants expected over the period (ie ongoing revenue grant approved prior to this application for funding)	0	0	0	0	0									
<b>(E) Net cash flow after existing ongoing revenue grants and interest payments</b>	0	0	0	0	0									
<b>Total grants requested on this proforma</b> (ie. from all sources of public money =sum i to iv below). <b>This section is usually not relevant for the baseline option.</b>	0	0	0	0	0	0								
(i) capital grant requested to support buildings expenditure	0	0	0	0	0									
(ii) capital grant requested to support refurbishment expenditure	0	0	0	0	0									
(iii) capital grant requested to support equipment/machinery expenditure	0	0	0	0	0									
(iv) Recurrent/revenue grant requested (i.e. non-capital grants - usually for marketing/training)**	0	0	0	0	0									

Baseline Option														
<b>(F) Net cash flow after grants and interest payments</b>	0	0	0	0	0	0	0							
Other funds (eg promoter's contribution or bank loan to cover capital expenditure on buildings, refurbishment & equipment/machinery etc.)	0	0	0	0	0	0								
<b>(G) Net cash flow after grants, interest payments and other funds</b>	0	0	0	0	0	0	0							
<b>(H) Cumulated net cash flow after grants, interest payments and other funds</b>	0	0	0	0	0	0								
Repayment of loan	0	0	0	0	0	0								
<b>(I) Cumulated net cash flow after loan repayment</b>	0	0	0	0	0	0								
* Interest on loan and overdraft ** Recurrent/revenue grant requested – normally refers to a grant for marketing/promotion and/or training costs. *** Capital grants are grants requested to support building, refurbishment and equipment/machinery expenditure.														

## Option 1

CASH FLOWS: OPTION 1													
Optional description													
	Project Year					Totals							
Costs (excluding interest payments)	1	2	3	4	5	years 1-5							
Land	0	0	0	0	0								
Buildings	0	0	0	0	0								
Refurbishment	0	0	0	0	0								
Equipment/Machinery	0	0	0	0	0								
Rent/Rates	0	0	0	0	0								
recurring costs annually	0	0	0	0	0								
EV supply and install	0	0	0	0	0								
<b>(A) Total Costs</b>	0	0	0	0	0	0							
<b>(B) Total receipts/income (excluding grants)</b>													
If appropriate, include income from fundraising, annual subscriptions etc.	0	0	0	0	0	0							
<b>(C) Net cash flow - before grants and interest payments</b>	0	0	0	0	0	0							
Interest Payments*	0	0	0	0	0								
<b>(D) Net cash flow before grants, after deduction of interest payments</b>	0	0	0	0	0	0							
Value of any existing ongoing revenue grants expected over the period (i.e. ongoing revenue grant approved prior to this application for funding)	0	0	0	0	0								
<b>(E) Net cash flow after existing ongoing revenue grants and interest payments</b>	0	0	0	0	0								
<b>Total grants requested on this proforma</b> (i.e.. from all sources of public money =sum of i to iv below):	0	0	0	0	0	0							
(i) capital grant requested to support buildings expenditure	0	0	0	0	0								
(ii) capital grant requested to support refurbishment expenditure	0	0	0	0	0								
(iii) capital grant requested to support equipment/machinery expenditure	0	0	0	0	0								
(iv) Recurrent/revenue grants requested (i.e. non-capital grants - usually for marketing/training)**	0	0	0	0	0								



## Option 1

<b>(F) Net cash flow after grants and interest payments</b>	0	0	0	0	0	0						
Other funds GF HRA or Other	0	0	0	0	0	0						
<b>(G) Net cash flow after grants, interest payments and other funds</b>	0	0	0	0	0	0						
<b>(H) Cumulated net cash flow after grants, interest payments and other funds</b>	0	0	0	0	0	0						
Repayment of loan	0	0	0	0	0	0						
<b>(I) Cumulated net cash flow after loan repayment</b>	0	0	0	0	0	0						
<p>* Interest on loan and overdraft</p> <p>** Recurrent/revenue grant requested – normally refers to a grant for marketing/promotion and/or training costs.</p> <p>*** Capital grants are grants requested to support building, refurbishment and equipment/machinery expenditure.</p>												

## Option 1

CASH FLOWS: OPTION 2															
Optional description															
	Project Year					Totals									
Costs (excluding interest payments)	1	2	3	4	5	years 1-5									
Land	0	0	0	0	0										
Buildings	0	0	0	0	0										
Refurbishment	0	0	0	0	0										
Equipment/Machinery	0	0	0	0	0										
Rent/Rates	0	0	0	0	0										
Salaries/drawings	0	0	0	0	0										
Other costs	0	0	0	0	0										
<b>(A) Total Costs</b>	0	0	0	0	0	0									
<b>(B) Total receipts/income (excluding grants)</b> If appropriate, include income from fundraising, annual subscriptions etc.	0	0	0	0	0	0									
<b>(C) Net cash flow - before grants and interest payments</b>	0	0	0	0	0	0									
Interest Payments*	0	0	0	0	0										
<b>(D) Net cash flow before grants, after deduction of interest payments</b>	0	0	0	0	0	0									
Value of any existing ongoing revenue grants expected over the period (ie ongoing revenue grant approved prior to this application for funding)	0	0	0	0	0										
<b>(E) Net cash flow after existing ongoing revenue grants and interest payments</b>	0	0	0	0	0										
<b>Total grants requested on this proforma</b> (ie. from all sources of public money = sum of i to iv below):	0	0	0	0	0	0									
(i) capital grant requested to support buildings expenditure	0	0	0	0	0										
(ii) capital grant requested to support refurbishment expenditure	0	0	0	0	0										
(iii) capital grant requested to support equipment/machinery expenditure	0	0	0	0	0										
(iv) Recurrent/revenue grants requested (i.e. non-capital grants - usually for marketing/training)**	0	0	0	0	0										

## Option 1

<b>(F) Net cash flow after grants and interest payments</b>	0	0	0	0	0	0						
Other funds (eg promoter's contribution or bank loan to cover capital expenditure on buildings, refurbishment & equipment/machinery etc.)	0	0	0	0	0	0						
<b>(G) Net cash flow after grants, interest payments and other funds</b>	0	0	0	0	0	0						
<b>(H) Cumulated net cash flow after grants, interest payments and other funds</b>	0	0	0	0	0	0						
Repayment of loan	0	0	0	0	0	0						
<b>(I) Cumulated net cash flow after loan repayment</b>	0	0	0	0	0	0						
<p>* Interest on loan and overdraft</p> <p>** Recurrent/revenue grant requested – normally refers to a grant for marketing/promotion and/or training costs.</p> <p>*** Capital grants are grants requested to support building, refurbishment and equipment/machinery expenditure.</p>												

Profit and Loss

PROFIT & LOSS ESTIMATE FOR THE PREFERRED OPTION			
			Default
Which option is the preferred option?	1		Lifespans
Insert average lifespan of buildings to be grant aided	0	years	25
Insert average lifespan of refurbishment to be grant aided	25	years	25
Insert average lifespan of equipment/machinery to be grant aided	5	years	5
	Project Year		
<b>Profit and Loss Account</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>Receipts/Income (excluding funding for capital)</b>			
Sales income	0	0	0
Other trading income	0	0	0
- Projected annual fundraising income	0	0	0
-	0	0	0
-	0	0	0
- Value of any existing ongoing revenue grants expected over the period (i.e. ongoing revenue grants approved prior to this application for funding)	0	0	0
<b>(A) Total Receipts/Income</b>	0	0	0
<b>Costs (excluding capital expenditure)</b>			
recurring costs annually	0	0	0
EV supply and install	0	0	0
Specialist consultancy for Kirk and Vernacular Self Catering	0	0	0
Marketing/Promotion	0	0	0
Training Costs	0	0	0
Stationery	0	0	0
Telephone/Fax	0	0	0
Heat, Light & Electricity/Water	0	0	0
Motor expenses	0	0	0
Accountancy	0	0	0
Repairs/Maintenance Costs	0	0	0
Insurance	0	0	0
Sundries	0	0	0
Haulage & Packaging	0	0	0
Interest payments*	0	0	0
Other costs - give details...	0	0	0

## Profit and Loss

Depreciation of existing capital items (applies to existing businesses)	0	0	0
Depreciation of new capital items (before capital grant**)	0	0	0
<b>(B) Total Costs</b>	0	0	0
<b>(C) Net Profit / Loss - Before Grants</b>	0	0	0
Depreciation of new capital items (after capital grant**)	0	0	0
<b>(D) Net Profit / Loss - After capital grant</b>	0	0	0
Recurrent/Revenue grant(s) requested***	0	0	0
<b>(E) Net Profit/Loss - After Recurrent/Revenue Grant(s)</b>	0	0	0
<p>* Interest on loan and overdraft</p> <p>** Capital grant is defined as the level of grant requested to support building, refurbishment and equipment/machinery expenditure.</p> <p>*** Recurrent/revenue grant requested – normally refers to a grant to support marketing/promotion and/or training costs.</p>			

Appendix D Economic Appraisal Template Pt 2

**Recommendations for Overview Committee:**

**From Scrutiny Committee 9 March 2023**

**Minute 116 Portfolio Holder Annual Report – Tourism, Leisure, Sport and Culture**

**RECOMMENDATIONS TO OVERVIEW COMMITTEE**

1. That the Council aims to complete the Leisure Strategy stock condition survey by the end of the next Council term to enable both the Council and the public to be aware of the condition of their local assets and so that the required maintenance can therefore be budgeted for.
2. In the event that a cultural or leisure site is to close as a result of the stock condition survey, a public consultation be held where possible.

## **EAST DEVON DISTRICT COUNCIL**

### **Minutes of the meeting of Scrutiny Committee held at Council Chamber, Blackdown House, Honiton on 9 March 2023**

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

The meeting started at 6.00 pm and ended at 8.15 pm

#### **110 Public speaking**

There were no members of the public registered to speak.

#### **111 Declarations of interest**

There were no declarations of interest.

#### **112 Matters of urgency**

There were no matters of urgency.

#### **113 Confidential/exempt item(s)**

There were no confidential / exempt items.

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

There were no decisions made by Cabinet called in by Members for scrutiny.

#### **115 Portfolio Holder Annual Report - Council and Corporate Co-ordination**

Cllr John Loudoun, Portfolio Holder for Council and Corporate Co-ordination presented his report and thanked the Corporate HR Manager and her team for their contributions and professionalism in maintaining good employee relations. Cllr Loudoun also thanked Cllr Ian Thomas for his work as Chair of the Personnel Committee.

Questions and comments on the Portfolio Holder report included the following points:

- Members of the Personnel Committee do not necessarily need HR experience as they have the professional advice of the supporting officers.
- Future potential pay claims were flagged as an area of concern, however, it was noted that this is a national issue facing public sector employers.
- Regarding the Worksmart approach which was revised in May 2022, it was emphasised that service delivery is the first priority when staff are working flexibly.
- Good information sharing is regarded as crucial to an organisation's culture and it was considered that the culture within EDDC is good.
- Setting up the Personnel Committee was a very positive step and had taken staffing matters out of the political arena. This had been assisted by having the independent Chair of Council as Chair of the Personnel Committee.
- With regard to staff turnover, and in particular staff at a higher level, it was noted that there needs to be a balance of experience and innovation when recruiting for these posts.



- On-going difficulties with recruitment were discussed and it was acknowledged that, although the recent pay review had helped considerably, there are also national shortages in some skill sectors such as surveyors which contribute to recruitment issues.
- In order for the Council to maintain its position following the pay review, this will be considered again after 9 months to monitor its success.
- Apprenticeships are not restricted to traditional roles, but are spread across the council. The Portfolio Holder would report back to clarify the number and type of apprenticeships currently in place.
- Regarding sickness absence, it was noted that, as well as winter colds, flu and covid, staff mental health was also being negatively impacted by the current cost of living crisis.
- It was noted that a staff survey is due at some point, but that this needed to be undertaken separately from the Investors in People re-accreditation process which is currently underway.

At the conclusion of its discussion, the Committee noted that the outcome of the staff survey will be monitored closely by the Personnel Committee as a good indicator of staff well-being.

It was further noted that the Chief Executive delivers the Council Plan through the staff, while always ensuring that support for staff well-being is paramount.

The Chair thanked Cllr Loudoun for attending and for his report.

## 116 **Portfolio Holder Annual Report - Tourism, Leisure, Sport and Culture**

Cllr Nick Hookway, Portfolio Holder for Tourism, Leisure, Sport and Culture presented his report. Cllr Hookway advised that this was a relatively new Portfolio and the report covered the past two years. The Portfolio, which covered several services, was an effective cross-cutting method of working and would not function without the cross-service support of officers. Cllr Hookway also thanked Cllr Hawkins for his work as Chair of the LED Monitoring Forum.

Questions and comments on the report included the following points:

- The Exmouth Pavilion is seeing audiences returning slowly following the pandemic, in line with the experiences of venues across the country.
- A key issue for the Pavilion and other similar building is the lack of investment in maintenance over previous years.
- The Exmouth placemaking consultation is currently underway, although it was noted that any investment in the Pavilion may be constrained by lack of funds.
- A report is awaited as to what urgent repairs to the Pavilion might be needed.
- The Queen's Drive fitness space was installed during the pandemic so that it could be used while social distancing was in place. It was noted that its usage has not been as hoped and the space had been adversely affected by last year's heatwave and the impact on growing conditions for the grass surface. It was planned to run fitness sessions for teenagers over the summer season.
- It was noted that the key rationale in the Portfolio is to drive the economy in tourism and culture. Working across departments was critical to providing support for businesses as they emerge from the pandemic.
- Thanks was also due to the Arts and Culture Forum chaired by Cllr Whibley and the LED Monitoring Forum for their roles in delivering the strategies within the Portfolio.
- Regarding the playing field strategy, it was noted that no further update is available currently and the Portfolio Holder is waiting for work to recommence.

- Cllr Whibley as Member Champion for Arts and Culture, highlighted the excellent work undertaken by the Assistant Director, Countryside and Leisure and the Arts Development Manager at the Thelma Hulbert Gallery in pulling the different strategies together.
- The role of consultants in developing the Culture, Leisure and Tourism Strategies was noted.
- The appointment of the EDDC Cultural Producer would assist with overcoming some of the obstacles to delivering the Culture Strategy, however, the lack of a budget remained an obstacle to delivery. The Portfolio Holder was considering future Government levelling up funding as a possible option.
- Regarding the demographic of visitors to East Devon, it was difficult to be specific as it depends on time and location. The Portfolio Holder would report back with demographic information at a future point.
- It was noted that existing dual use arrangements are to be renegotiated and that this was well received. It was further noted that this would be a slow process as all sites have to be re-negotiated and that previously unknown issues had come to light during production of the Leisure Strategy.
- With regard to holding cultural events, there needs to be a balance between the benefit and the impact on local residents.
- The impact of holding weddings and the Christmas event in Connaught Gardens in Sidmouth was discussed and concern was expressed about closing off parts of the Gardens to visitors during events. Concern was also expressed that the identity of the Gardens should not be lost due to the holding of events, and that events should at least cover their costs.
- It was further noted that events such as weddings bring considerable economic benefit to the area.
- It was noted that Cranbrook should be included in the delivery of cultural and leisure facilities and that discussions between the Portfolio Holder and the Assistant Director, Growth, Development and Prosperity are on-going with regard to delivery of the Leisure Strategy in Cranbrook.
- With regard to ensuring that there is sufficient and wide promotion of cultural events, it was noted that one of the purposes of the Arts and Culture East Devon (ACED) network is to promote awareness of events.

The Scrutiny Committee noted the contents of the report with regard to the stock condition survey and agreed the following recommendations to the Overview Committee.

#### **RECOMMENDATIONS TO OVERVIEW COMMITTEE**

1. That the Council aims to complete the Leisure Strategy stock condition survey by the end of the next Council term to enable both the Council and the public to be aware of the condition of their local assets and so that the required maintenance can therefore be budgeted for.
2. In the event that a cultural or leisure site is to close as a result of the stock condition survey, a public consultation be held where possible.

The Portfolio Holder was thanked for his report.

## **117 Forward Plan**

With regard to the annual report from the Portfolio Holder for Democracy, Transparency and Communications, the Interim Monitoring Officer advised that it would be preferable for the report to be considered in the new Council term rather than at the meeting scheduled for 6<sup>th</sup> April 2023 as this falls within the pre-election period. It was noted that there was, therefore, no business for the meeting on 6<sup>th</sup> April 2023.

It was agreed that the Committee write to the MPs requesting a date for them to report on their actions on requiring improvements from South West Water.

The Forward Plan was agreed.

**Attendance List**

**Councillors present:**

O Davey  
B De Saram (Chair)  
C Gardner  
S Hawkins  
D Key  
H Parr  
E Rylance (Vice-Chair)  
B Taylor  
J Whibley

**Councillors also present (for some or all the meeting)**

P Arnott  
N Hookway  
J Loudoun  
J Rowland  
P Skinner  
T Wright

**Officers in attendance:**

Sarah Jenkins, Democratic Services Officer  
Anita Williams, Interim Director of Governance and Licensing and Monitoring Officer

**Councillor apologies:**

J Bailey  
A Bruce  
M Chapman  
J Kemp  
T Woodward

Chair .....

Date: .....

# **Portfolio Report for Culture, Sport, Leisure and Tourism.**

**Scrutiny Committee, East Devon District Council - March 9<sup>th</sup> 2023.**

## **Introduction:**

Over the past two years I have worked with members, officers and consultants to develop and introduce three significant and interlocking strategies, namely those of Culture, Tourism and Leisure. These strategies are significant as they impact upon the lives of residents by providing opportunities and facilities which will enhance health and wellbeing. When cultural activities take place in the district not only do residents benefit but tourists are attracted as well. Every tourist needs hospitality! so this will stimulate economic activity, this is the “catalyst” effect. Exactly the same argument applies to our leisure services, which not only provide significant health benefits for residents but which are also attractive to tourists.

What follows is a detailed report from officers on the operation of relevant strategies. I make no apology for the detailed nature of this report, as members need to be aware of the breadth and scale of the work now being undertaken as well as the impact that such work will have upon meeting the requirements of the council plan.

## **Tourism.**

This section of the report looks specifically at the range of tourism activities undertaken over the last 12 months to support this important sector in East Devon. It focuses on the following areas:

- Tourism context and local landscape
- The Tourism Strategy for East Devon
- East Devon Tourism Network
- EastDevonly campaign
- The IRF funded ‘Coast meets Country’ project
- The UKSPF Sustainable Tourism Fund
- Draft Sustainable Tourism Local Plan Policy

For the first time last year, East Devon District Council invested in the creation of a Tourism strategy, which will inform the support we provide to the tourism sector and galvanises the efforts made by partners and the wider tourism community.

As part of our Council vision, we are striving to provide a healthier, more beautiful natural environment that inspires, educates and involves residents and visitors to East Devon. Tourism plays an integral part of this vision and brings many economic and social benefits, helping support our local cultural activities within our vibrant towns, villages and hamlets.

The ambition of our tourism strategy is for East Devon to become the leading, year-round tourism destination in Devon, whose diverse ecosystem of outstanding natural environments, distinctive, high-quality businesses, set within towns and villages, all thrive and grow through a commitment to Net Zero, accessibility and collaboration.

We have aligned our strategy to our priority goals of carbon reduction and working in partnership with others and, in recognition of the strength of our private sector and local business, believe that the Council should act as an enabler to the sector, addressing gaps in the market and working to support sector development.

The following sets out how we are now delivering that support.

### **Tourism context and local landscape**

According to Visit England, Devon was the fourth most popular visitor destination in England in 2018. Before Covid, East Devon attracted an average of 6.7m visitors a year, worth £352m to the local economy. The District has the third highest number of visitors in Devon, behind Plymouth and Exeter cities, and the second highest expenditure behind Plymouth. East Devon has a strong reputation for the quality of its natural environment, its food and drink offer with quality local producers, wide range of tourist attractions and accommodation providers. The tourism economy is based predominantly on UK tourists, with international visitors worth less than 5% in 2020.

Overall, the tourism sector employs an estimated 3,438 people (2,532 FTE equivalent).

Though the local economy benefitted from the move to local holidays and staycations during the pandemic, it was strongly affected, like all tourism areas, by the economic shocks of the pandemic. Total tourism expenditure fell from the average £352m to just over £155.6m in 2020.

Most companies enjoyed a far more buoyant season in 2021, but this was tempered by people tightening up on spend in 2022 due to the cost of living crisis. The industry remains in a challenging position, underlining the need for a strategic approach to identify how to best support both the recovery and future development of the sector.

East Devon has a strong tourism offer spread across the area. 32% of visitor spend is attributable to our food and drink offer, 21% to accommodation, 20% to shopping and 11% to attractions and entertainment.<sup>1</sup> There are however spatial differences in how tourism and retail assets are deployed with higher vacancy rates on high streets in Axminster (18.1%) and Otter St Mary (12.5%) having a detrimental effect on the visitor experience.

Spatial mapping shows that the provision of serviced accommodation is good, and the self-catering provision is strong across the district with an even spread across the area. There is an even spread of attractions and places to visit across both coastal and inland locations with a slight under-representation in the east of the district.

SWOT analysis of the East Devon's tourism offering outlines the following strengths, weaknesses, opportunities and threats:

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<sup>1</sup> Source: *The Economic Impact of the East Devon Visitor Economy 2020 - The South West Research Company Ltd*

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>• Variety and beauty of landscape</li> <li>• Diversity of offer- see, do, stay</li> <li>• Quality and private sector investment in tourism offering</li> <li>• Food and drink offer</li> <li>• Jurassic Coastline</li> <li>• Transport to the region- rail/road/air</li> <li>• Sustainable practices</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>• Recruitment/staffing- complex issue with many facets</li> <li>• Demographic – weak labour supply of future, younger staff</li> <li>• Transport within East Devon</li> <li>• Diversity of promotional sites</li> <li>• Seasonality- too reliant on high season</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>• More collaboration</li> <li>• Increased promotion of food ecosystem</li> <li>• Activities linked to natural environment, bio-diversity/curated trails</li> <li>• Tourism trend for authentic experiences, green &amp; accessible tourism</li> <li>• Quality of product offering</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>• Current economic downturn - reduced disposable household income</li> <li>• Competition from abroad, Covid carry-over</li> <li>• Rise in costs (business and raw materials) – impacting profitability</li> <li>• Political uncertainty</li> </ul>

## Tourism Strategy

Within our [Council Plan](#), EDDC members make clear that the overriding priority is to strive for a resilient economy in order to promote prosperity and reduce hardship within the district, increasing the quality of our employment. Our Council Plan specifically recognises the economic as well as the social value of tourism, art and culture to the local economy and the wealth that is generated in those sectors.

A priority action is identified - to deliver a tourism strategy with emphasis on the green economy.

In delivering on that commitment, the Economic Development team within our Growth, Development and Prosperity Service led on the development of a Tourism Strategy for East Devon.

The brief for this work defined that the strategy needed to reflect the district's unique character, take advantage of its key assets, its environmental capital and any opportunities aligned with cultural tourism. It determined that the work should be built on the core principles of sustainability, resilience, innovation, accessibility and inclusivity. It needed to align with the Council's vision for a clean and greener future, with improved accessibility, good quality employment and higher wages across the area.

Following a robust procurement process, a strategy specialist was appointed in May 2022 with strategy development work finalised at the end of July. In September 2022 East Devon District Council adopted the new [Tourism Strategy for East Devon](#). Developed through extensive consultation with the tourism sector and internal stakeholders, the work seeks to support the tourism sector in achieving sustainable growth and in delivering economic benefits to the district.

The document outlines our strategic vision and key objectives in a mid-term 5-year strategy. It has been developed in careful alignment with the [Cultural strategy for East Devon](#), the work streams of which will establish new cultural products, partnerships and promotional activity to grow the creative and visitor economies. The Tourism strategy has also informed EDDC's UK Shared Prosperity Fund

Investment Plan such that a number of relevant projects will be delivered via the Culture, Leisure and Tourism Fund.

The vision of the strategy is for East Devon to become the leading, year-round tourism destination in Devon, whose diverse ecosystem of outstanding natural environments, distinctive, high-quality businesses, set within towns and villages, all thrive and grow through a commitment to Net Zero, accessibility and collaboration. To achieve the vision, the strategy sets six objectives linked to growth, fostering collaboration, net zero and improving accessibility:

1. **A modest increase in the volume of visitors coming to East Devon:** increase visitor numbers to 6.7m in two years (end 2024) and grow by 1% annually to reach 6.9m visitors per year by the end of the strategy (2027).
2. **Increase value of those visitors coming to East Devon:** the strategy will target growing the value of each visitor who comes to the District. We will target average spend per head at £56 by the end of 2022 (a 5% increase), rising by 3% per year to £63/head by year 5. **(NB: To monitor progress against these first 2 objectives, EDDC has committed to procure annual tourism economic impact data to quantify the value and volume of visitor numbers and to track relevant growth).**
3. **Curate and develop 4 product propositions:** create 4 core themes (Natural Diversity, Food and Drink, Active Nature and Visual Arts and Festivals) aimed at developing a year-round tourism offer and growing the numbers of visitors in low season.
4. **Actively support tourism businesses to reduce carbon usage and improve accessibility:** Building on the activity of the Innovation and Resilience Fund project, led by Visit Sidmouth, by aiming to establish “Green Champions” businesses, providing training, mentoring and support to decrease carbon footprint and other environmental goals. We will build on the learnings of this project and implement a new Sustainable Tourism Fund to support the tourism sector to commit to net zero and improve accessibility.
5. **Build a sustainable, collaborative, private sector network:** foster collaboration by supporting the development of an East Devon Tourism Network based on the shared values of quality, net zero, improving accessibility and collaboration. Facilitating partnership working will maximise the potential of the area and provide a platform for the development of the core themes as well as providing industry feedback on challenges such as skills, investment and transport.
6. **Embed the tourism strategy into the wider local policy context:** embed and link the tourism strategy across wider policy areas such as the emerging Local Plan. We will work with colleagues across the council to ensure the tourism strategy vision is supported and influences other policy areas where relevant.

### **The Role of EDDC**

As part of the strategy development, there has been strong feedback to provide greater clarity on the future role of East Devon District Council.

Based on analysis of possible roles and extensive stakeholder engagement, the strategy identified that EDDC should take on the role of **Enabler**, filling gaps in the market and leading policy to facilitate change. To fulfil this role existing Economic Development Officer resource from within the Growth, Prosperity and Development service has been dedicated to work with partners to help to fulfil the tourism strategy vision.

As an Enabler, the council will facilitate growth, drive policy and change by working with third parties/external partners. Resources and funding are being targeted to areas currently not supported by other parties - for example, through our UKSPF £95k East Devon Culture Programme and £210k Sustainable Tourism Fund.

Within the first few months of our Tourism Strategy having been endorsed, the following milestones have been achieved:

- Establish partnership working between the new Cultural Producer role and existing Economic Development Officer resource.
- Procure 2021 tourism impact and visitor spend data as baseline.
- Communicate final strategy to all stakeholders who supported its development.
- Draft a new Sustainable Tourism Policy to inform and strengthen the emerging Local Plan
- Employ SPF funds to procure a local partner to establish and operate a new East Devon Tourism Network

### **East Devon Tourism Network**

One of the key objectives of the tourism strategy is to establish and manage the operation of a tourism sector network for East Devon which will foster collaboration within the sector based on the shared values of quality, net zero, and improved accessibility.

There remains a strong and committed group of visitor economy representatives who helped us develop our strategy and who are keen to continue building on this collaborative approach to support the development of the sector.

To this end, a robust procurement process was initiated which resulted in East Devon Excellence (EDE) being commissioned to develop, manage and support this inclusive network of local businesses and tourism representatives. EDE are a tourism representative organisation with an exceptional commitment to district wide development of the sector and a strong reputation throughout the visitor economy.

As of January 2023, the newly formed East Devon Tourism Network (EDTN) has been established to share best practice, encourage partnership working and provide a website listing of cultural activities taking place across the district. Representing our district wide geography, the network will support the sector to address fragmentation, work more effectively together and encourage sustainable growth. It is envisaged that the network will be a conduit which will allow a valuable exchange of information with tourism businesses operating in East Devon.

### **EDTN Scope**

The network is open to all tourism businesses based in East Devon meeting the following criteria:



- The majority of their business operation is within/relevant to the tourism sector
- They specifically promote to and attract visitors to East Devon
- They provide a visitor experience
- They are committed to the values of promoting quality, working towards net zero, improved accessibility and collaboration and can evidence this commitment.

Membership of the network is free of charge with a Memorandum of Understanding (MOU) clarifying the network's purpose, consistent values, aims, criteria, conduct and direction.

The target is for the network to recruit 75 eligible members by the end of its first year. It will host 4 network events per calendar year, themed to support the aims and values of the network and aligned with the objectives of the Tourism Strategy for East Devon.

Through their participation in the network, members should be closer to achieving or improving the pillars/foundation values on which the network is built (i.e. collaboration, quality, net zero/sustainability and accessibility) and this will be an indication of how successful the network is in bringing about positive change.

### **EastDevonly public facing communication campaigns**

EDDC was successful in securing Welcome Back funding in order to support our retail, hospitality, leisure and tourism sector recover from the pandemic via a number of campaigns and activities, which ran between 2020 and mid-2022, led by Growth, Development and Prosperity Communications Officer.

Phase 1 was prioritised to benefit local retailers, encouraging residents to 'Stay Local and Shop Safe' after lockdown. While this campaign was running, planning commenced with local business involvement for Phase 2 Christmas retail campaign and Phase 3 destination campaign for day/overnight visits – both using the EastDevonly brand.

EastDevonly highlighted all East Devon can offer, increasing the desire to visit in a national audience by showcasing the extremes of experiences. EastDevonly launched with a newly-created hub ([eastdevonly.co.uk](https://eastdevonly.co.uk)) supported by digital and social media.

A multi-channel approach communicated with all stakeholders at multiple touchpoints. Using local video and imagery, a range of businesses became case studies representing key high street locations.

Embraced by stakeholders as an online and offline hashtag campaign, EastDevonly gave power to businesses who could easily share, tag and post messages, using campaign toolkits with a guide for businesses on capturing content.

Three key ambassadors, Steph Bridge, Clare Mackenny and Michael Caines represented adventure, family and food/drink, respectively. They featured in themed films to create a digital advertising campaign which influenced core audiences in a data-driven manner across digital display and mobile within a 3-hour reach of East Devon.

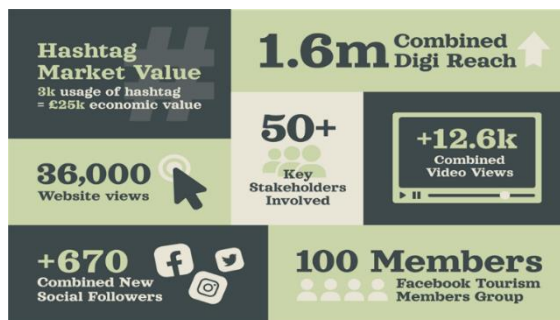
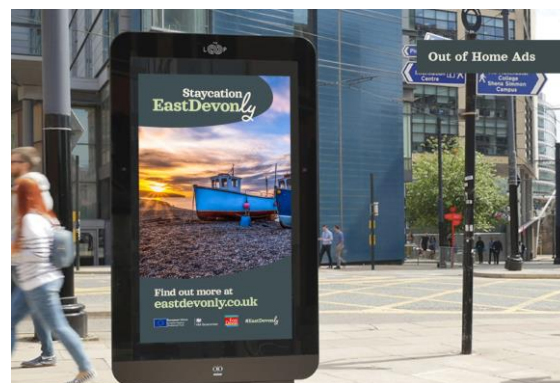
By the end of the campaign, evaluation showed the following outcomes:

- 50+ key local stakeholders involved

- combined social media reach of 1.6m people
- market value of 3,000 hashtag usages equated to £25k economic benefit
- 36,000 website views – incredible for a new website in such a short period of time
- strong engagement and positive feedback from residents and local businesses
- Local MPs, councillors and businesses cited the benefits of collective promotion.
- EastDevonly has been hugely important to our local economy at a crucial time. It proved businesses joining together could achieve a greater impact, setting a precedent for the future business collaboration which went on to underpin our East Devon Tourism Strategy

## Impacts & Imagery:





EastDevonly brand was also used to encourage and promote 'Shop Local' Christmas campaign in December 2022.

### 'Coast meets Country' IRF funded project.

Through its Innovation and Resilience Fund, EDDC is supporting a £146,209 tourism focused project, being delivered through collaboration between Sidmouth, Honiton, Ottery St Mary, Seaton and Budleigh Salterton town councils.

The 'Coast meets Country' project will (1) significantly improve online reach and recognition of the partner towns, producing a cohesive destination profile encouraging visitors to move around East Devon; (2) provide a platform through which local tourism and hospitality businesses can market and sell their services to a global audience all year round; and (3) nurture and grow responsible tourism in the five towns and across East Devon.

Funding was awarded in June 2022 with project delivery expected within an 18 month timeframe.

The project has recently completed a branding exercise for the towns, part of this project and created the following high quality promotional videos:

Budleigh Salterton: <https://www.visitdevon.co.uk/sidmouth/budleigh-salterton>

Honiton: <https://www.visitdevon.co.uk/sidmouth/honiton>

Ottery St Mary: <https://www.visitdevon.co.uk/sidmouth/ottery-st-mary>

Seaton: <https://www.visitdevon.co.uk/sidmouth/seaton>

The project also involves developing a sustainable stewardship model for Sidmouth including: training/mentoring local businesses; identifying, setting and achieving sustainability goals; and producing destination-level Glasgow Declaration aligned Carbon Action Plan.

Learnings and outcomes from the sustainable stewardship pilot are to inform further UKSPF funded activities in support of the tourism sector in the third year of funding. Assuming the pilot is successful, funding could be used to replicate and extend the delivery of the pilot across the wider East Devon geography.

### **The UKSPF Sustainable Tourism Fund**

At the end of 2022, EDDC received approval of its Investment Plan for the UK Shared Prosperity Fund which has a dedicated Sustainable Tourism Fund to bring forward a range of projects to increase the sustainability and accessibility of our tourism sector.

The package of support will initially include small grants for tourism SMEs to help them develop better sustainability/green/accessibility practices and reduce their carbon footprint. Funding can be used to aid installation of EV charging points, purchase of electric bikes, installation of ramps, improve accessibility signage, etc.

The scheme will allow businesses to apply for green infrastructure/equipment to enable them to improve their sustainability offer. A 50% match-funding requirement will be established to ensure public support is matched with private sector investment.

As mentioned above the sustainable tourism stewardship pilot for Sidmouth comes to an end in Dec 2023, and its outcomes will inform future support via UKSPF.

A smaller part of our UKSPF allocation can be established to help promote East Devon as a sustainable destination, where this does not duplicate existing provision.

In addition, the Rural England Prosperity Fund will unlock further support to the tourism sector and community organisations working in that field. It will provide grant funding to new and existing rural businesses to develop new products and facilities that will be of wider benefit to the local economy. This includes farm businesses looking to diversify income streams. It will also support new and improved community infrastructure, providing essential community services and assets for local people and visitors.

### **Local Plan and Sustainable Tourism Policy**

Within the Local Plan, tourism is recognised as a key part of East Devon's economy. It is important that visitors continue to be drawn by the unique environment as well as high quality accommodation and services which meet their needs and encourage longer stays.

Working closely with EDDC's Planning Policy team, Economic Development officers have made significant progress in ensuring best use of the approved tourism strategy to inform and shape the wider local policy agenda in promoting strategic and value driven sector development. Their work has resulted in a draft Sustainable Tourism Policy now featured within the draft Local Plan.

The Sustainable Tourism Policy promotes a high quality, sustainable tourism experience for the wide range of visitors to East Devon. Further, it seeks to ensure that development proposals benefit local communities and businesses, whilst conserving, enhancing and promoting the natural beauty, wildlife and cultural heritage of the District.

Applications which demonstrate consistency with the quality provision, sustainable and accessible, appropriately located accommodation, visitor facilities and attractions are more effectively encouraged. In this way, the values of the tourism strategy are reflected in policy and the development of a year-round visitor economy is facilitated.

Geri Panteva.

### **The Events Team.**

A good example of the impact of the Culture, Sport, Leisure and Tourism portfolio on the economy of the district comes from the work of the Events Team, which operates within StreetScene. As you will be aware Streetscene is not within my portfolio, but the Events Team are.

The table below shows that the number of events that occur on EDDC land decreases sharply in the east of the district

<b>Location, done per event</b>	<b>Total</b>
Beer	1
Budleigh	6
Exmouth There were 18 events on the beach, with an additional 10 on beach gardens.	84
Honiton	6
Seaton	9
Sidmouth	24
Ottery St Mary	4
<b>Total</b>	<b>134</b>

Please note that these events are varied in type but certainly cover the areas of Culture, Sport, Leisure and Tourism from April 2021 to March 2022

Weddings.

Changes in the law have encouraged a more flexible approach towards wedding ceremonies. It will come as no surprise to members that Connaught Gardens, Sidmouth, is a popular choice for a wedding ceremony with a reception at another venue. Despite some early opposition to the use of Connaught gardens for wedding receptions, below is a condensed report (with personal details removed) showing

how a wedding ceremony takes place within Connaught Gardens in a manner which not only showcases the wedding party to great effect but also permits continued public access.

## **Background**

Following on from recruiting an Events Officer, it was decided we would licence Connaught Gardens for weddings and receptions. Connaught Gardens became legally licenced for weddings in February 2021. As part of the fallout from the Covid-19 pandemic, guidance for weddings was changed multiple times. You can now legally get married outdoors, without a temporary structure. This has given us more locations in Connaught Gardens to hold ceremonies.

Our in house Graphic Designer produced a brochure for us to advertise weddings, this was used on our website and we paid to advertise on 'Hitched'. Once we started advertising the weddings, we received some negative feedback in regards to holding receptions in the gardens. This came from a variety of stakeholders including local residents and Councillors. It was then decided to postpone holding weddings and receptions in Connaught Gardens. We already had one ceremony booked for August 2021, so it was agreed this wedding could go ahead as a trial.

## **Initial Concerns**

There were concerns raised in a letter dated 25 March 2021 with regards to weddings at Connaught Gardens, of which we feel we have addressed during our wedding trial and subsequent weddings.

Many of the concerns tied to the lack of supervision for wedding parties, however two staff members from the Events team are present at all weddings and oversee the setup, running and clean-up after each event. We ensure the peace of the gardens is upheld and only allow acoustic music as accompaniment, make sure all litter is disposed of correctly and complete a site inspection at the end of each event, and supervise wedding guests to assure safety and respectful behaviour. A risk assessment is also completed for each wedding to protect the wedding party's safety.

Only wedding ceremonies are now held at Connaught Gardens. From setup to takedown, these events last approximately 4 hours, which has far less impact on the general public. As we do not permit the erection of marquees, weddings only happen across one day. We have continued to allow 6 weddings a year; in 2022 weddings have been booked in May, June and October, which avoids disrupting the main summer holiday season.

## **"X and Y" Wedding – August 2021**

Our first wedding in Connaught Gardens took place in the Sunken Garden. Signs were put up 1 week before, to let members of the public know the Sunken Garden would be closed between 2- 5pm.

The Events Support Officer and Team Leader for Sidmouth were in attendance, to act as venue representatives. Duties included to move on the public and barrier off the area, check those entering were guests, welcome in the chair hire company, and help with set up, answer any last minute questions, greet the registrars and manage parking at the gardens.

We were able to barrier off the Sunken Garden, allowing members of the public to use the rest of the gardens freely. Many members of the public commented on how good the gardens looked. When we explained we were setting up for a wedding, lots of the public stayed in the gardens to see the bride, we had a lot of people come in to take photos as well. When the violinist started to play, a lot more people were drawn to the area, the public were more than happy to be told it was a wedding and the area was closed. We had no negative comments during the time.



During the ceremony, the Team Leader for Sidmouth stood behind the 'bus shelters' on the walkway around the back of the sunken garden, this was so we didn't get heads of people in the back of photos. Quite a few guests were late due to lack of parking, and not being able to find another car park, this prompted our idea that we need to make a guide to pass onto those who have booked weddings, on where local facilities are. The photographer also suggested more neutral barriers, so they blended in better.

The registrars and Hire Company were very impressed with the venue, the guests also couldn't believe how stunning it was. We received some great feedback from the happy couple and we made front page of the Sidmouth Herald.

*"We can't honestly thank you and Alan enough. We had the best day ever of our lives and we will always be extremely grateful to you all. You made our day magical and emotional. The memories will last a life time."*



### **Impacting local businesses**

By hosting wedding ceremonies only at Connaught Gardens, we are positively impacting local businesses in Sidmouth and East Devon. Using Josie and Andrew's wedding as an example: they and their 80-100 guests stayed locally in hotels in Sidmouth the night before the wedding. They then booked their reception with a local hotel and ate and drank most of the day and evening. Some guests chose to stay at this hotel on the night of the wedding, spreading out the bookings across Sidmouth. These guests also had time before the wedding on the Saturday morning and many told us that they spent the morning shopping in Sidmouth and complimented the variety of small, local shops in the town.

Couples also use local event suppliers, including Cotts and South West Hire to decorate their venue.

X and Y also returned to Sidmouth on their anniversary and spent the day in Sidmouth celebrating, including having lunch at the Clock Tower Café.

### **Moving Forward**

Following the success of three weddings in Connaught Gardens, we now want to build on this success by booking further weddings. We have secured bookings for two more weddings in 2023.

In order to do this, we wish to plan for the following:

- Relaunch of the wedding web pages on the EDDC website
- Advertising – The three websites below offer the best value and all appear on the first Google page when searching “wedding ceremony venues in Sidmouth”
  - **Guides for Brides:** Standard package - Includes a full-feature professional profile with 50 photos, videos, calendar, reviews and a link to your website. Listing in your own county and nationally. £14.50 / month or £145 / year (+VAT)
  - **Wed online:** Wedding directory standard listing: £200 per year. This includes a selection of images, text, web link and contact number, A mini site featuring links to your coverage on wedmagazine.co.uk
  - **Bridebook:** Unlimited photos, Direct Contact Details, Description of services, Links to Social Media, Pricing Information, Client reviews & testimonials, Supplier recommendations, Unlimited videos, Selection of products, Industry awards and features. Free account
- To attend wedding fayres to showcase Connaught as a wedding ceremony venue.
- Maintain 6 wedding ceremonies a year (max.) with the possibility of revising this in Winter 2023.
- Update our wedding brochure with newer pictures, remove those that indicate wedding receptions are allowed. Show all of the sites where you can get married, including approximate numbers each area can hold as well. This also needs to show wider inclusivity for couples, including LGBTQ+.
- Produce a guide for ‘once your wedding has been booked’.
- Purchase more neutral barriers

Caitlin Davey and Kate Yeo.



## Culture and Leisure

### Summary

The Council Plan 2021-23 section:

#### Promoting culture and community

- Develop a stronger commitment to and offers in arts and leisure through the development of a Culture Strategy and an Events Strategy for our own land.
  - Encourage town and parish councils (and the third sector where appropriate) to protect and support their community spaces.
  - Promote community wellbeing programmes through a culture and activities offer, led by the Thelma Hulbert Gallery, Seaton Wetlands, Wild East Devon, and expand our community development activities.
  - Promote the links between arts and culture and climate change through the Creative Cabin and other initiatives, raising awareness of the public and seeking to change behaviours.
  - Support communities through the transfer of appropriate community assets to towns and villages, enabling local communities to own, manage and develop assets in support of community aspirations and benefits.
- 
- The key challenges faced for 2023/24 reflect where we are now almost 12 months on from the lifting of restrictions and the shift of focus since March 2022 to enable a full recovery and “bounce back” of all our outdoor events and restoring customer/audience confidence in using our leisure and cultural centres once again.
  - The recovery has been gradual with some sectors faring better than others with a return to near normality in audiences and income levels.
  - To give Members a sense of what that looks like over the last 12 months.
    - The Manor Pavilion theatre alongside all theatres nationally is now showing a stronger recovery from 6 months ago with audience levels back to 70% of pre-pandemic times with a focus to achieve by 2023/24 90% audience and income recovery;
    - The THG has bounced back very strongly with income recovery at 80% of pre-pandemic levels and footfall at almost 100% of 2019 figures;
    - LED has had a mixed year with income recovery at around 80% of pre pandemic levels but a sluggish recovery in terms of membership however activities such as swimming and classes showing the strongest recovery.
  - So it is fair to say that the leisure, hospitality and theatre sectors have found the journey of recovery to be slower than others but it is moving in the right direction which gives our leisure and cultural teams confidence for the year ahead;
  - The uncertainties looking ahead are all around the growing cost of living generated through high inflation and energy costs which will undoubtedly manifest itself in our customers/audiences being much more cautious about how they will prioritise their spending in the year ahead;
  - However, despite this the social value of our theatres, gallery and leisure centres were proven when during the lockdowns in 2020 & 2021 there was a recognition of the importance and value

that these cultural facilities provide for all our communities in terms of mental health and physical wellbeing.

## 1. Culture



### Themes & Objectives (1)



## Themes & Objectives (2)



- The adoption of East Devon's Cultural Strategy in 2022 has provided the strategic direction and ambitions of the Council for its cultural activities for the next 10 years and sets out its list of priorities through its Delivery Plan which for 2023/24 are:
  - Embedding the work of our new Cultural Producer, Sarah Elghady (appointed January 2023) across the work of programmes of many Service areas and delivering the Council's cultural activities and looking at how to enhance and secure funding for the Strategy's 10 yr Action Plan priorities
  - We have started the delivery of the 3 year UK SPF cultural programme which provides £100K of funding to support theme 1 of the Culture Strategy - 'The people that do' that will reach out to all our communities cultural & creative arts organisations and help improve their knowledge & skillsets through a targeted training programme.
  - This cultural programme will cover areas such as making a successful funding application, developing a marketing plan, developing an audience development plan also enable networking and collaborative working across the district.

## A snapshot of culture in East Devon



- The UK SPF funding will also develop a digital platform for our ACED Network where we can provide an up to date directory of all our cultural providers and develop a "what's on" listing to share with the new Tourism Network platform being developed by EDDC's Economic Development team.

### UK SPF cultural programme:

## Aims:

- The programme of projects over the 3 year funding period delivers East Devon's Culture Strategy's theme on 'Strengthen and support the 'people-that-do'. It will specifically assist in creating cultural opportunities for some of East Devon's most socially deprived communities and those who have little or no access to cultural activities or events.
- East Devon has an ageing population, including the 3rd highest proportion of retired people in the UK. At the same time, health is generally high. By investing in community cultural activity through volunteering and community leadership, this project will enable many among this key demographic to stay active and continue to contribute to their communities.
- Overall, the population of East Devon has lower levels of cultural engagement than Devon as a whole.
- The project proposal will take forward **one of the 5 Key Themes in the Culture Strategy** that seeks to help provide support and additional resource into the volunteer network supporting much of the cultural activities in East Devon's communities;
- The current volunteer network is disparate and uncoordinated across the district with multiple challenges around receiving support for fund raising and accessing appropriate training to build capacity, the project proposal will help target resources through events, professional support and a single point of contact (volunteer portal) to provide capacity into this area;
- This project will pilot an infrastructure model for volunteer networking and capacity building, seeking to empower the volunteer base to grow in confidence, capacity and skill (rather than disempowering by doing everything for them)
- Audience development especially with young people is also a key challenge the project will seek to overcome and enable young people in the district to participate, engage and have a voice for their needs through the creation of a Youth Forum;
- East Devon has significantly fewer 20-29 year olds than Devon as a whole. While culture alone cannot solve this problem, the targeted support and opportunities within this project will help more young people to feel that they have a voice, something to do and potentially a role in their community.
- FEI's 2022 consultation revealed a strong community desire for more joined-up promotion and publicity. Some commented that there is 'little to no capacity' for marketing within volunteer organisations. This project will build skills in digital marketing and explore options for a joined-up model.
- The lack of single point of information through a digital 'what's on' guide that enables the diverse and numerous cultural activities being delivered within the district has meant that local people and visitors have been unable to access or even been aware of events. The project will seek to set up a digital 'what's on guide' to overcome this issue working in collaboration with tourism to create a destination portal;
- As a first step, this project will commission a community information systems mapping exercise and feasibility study. Using external expertise, this exercise will map the strengths and weaknesses of existing human and digital information systems in the community / VCSE sector against the various audiences for information, their needs and preferences. This will ensure that any digital

guide does not ‘reinvent the wheel’ while also allowing it to be shaped by proven audience / end-user need.

*Culture Strategy theme 1 - Strengthen and support the ‘people-that-do’ :*

*Objective: Support the unique, community-led cultural organisations whose efforts enhance the high quality of life and wellbeing in East Devon’s towns and villages.*

Actions	Potential work programmes	Timescale	Suggested lead at EDDC
1.1 Invest in and strengthen our many thriving, often volunteer-run cultural venues and programmes across East Devon	1.1.1 Build post-Covid confidence and capacity for volunteers and community groups in our towns and parishes through training in governance, business planning, digital transformation and fundraising, as well as training in core creative skills, such as producing live events, interpretation, collections management	Short/Med	Growth, Development & Prosperity team, via UK Shared Prosperity Fund (SPF) bid Supported by Cultural Producer (recruitment permitting)
	1.1.2 Enhance the quality and appeal of collections, and the sustainability of local museums, through a programme of shared capital investment in display and interpretation	Med	Growth, Development & Prosperity team (UK SPF bid) Supported by Cultural Producer (recruitment permitting)
	1.1.3 Explore the potential of a new network that supports more community asset transfers and sharing of policy support and good practice for village halls and other cultural venues, to ensure their place at the heart of our communities	Med	Place, Assets & Commercialisation team Supported by Cultural Producer (recruitment permitting)
1.2 Support and champion volunteering	1.2.1 Celebrate East Devon's volunteers through recognition and rewards	Short	Growth, Development & Prosperity team (UK SPF bid) Supported by Cultural Producer (recruitment permitting)
	1.2.2 Explore the potential for promoting and diversifying volunteering opportunities through a central portal, such as Volunteer Makers	Med	Growth, Development & Prosperity team (UK SPF bid) Supported by Cultural Producer (recruitment permitting)

- The directory of the district’s cultural organisations will enable an on line portal for sharing information and networking;
- We are currently developing the terms of reference and membership (following Arts Council best practice guidance) for setting up an East Devon Cultural Compact that will help steer and provide cultural sector professional support to the Cultural Producer to develop funding bids for cultural activities e.g. cultural tourism, place-making schemes & cultural community leadership;



- Crucially it synergises with the Leisure Strategy and the Tourism Strategy being developed by Andy Wood's team.

## **EDDC arts development**

- EDDC's creative arts & performing arts "bounce back" work continues to help restore confidence in our theatre and gallery from the 2 years of lockdowns & achieve pre-pandemic audience levels and confidence in using these important venues. Highlights this year include:
  - The THG has been awarded by Arts Council England a £26,015 National Lottery Project Grant to support the delivery of their Young People, Inclusivity Arts & Environment programme.
  - The 'Young people inclusivity, Arts and Environment' project provides new dynamic and inclusive opportunities to engage with arts, culture and climate, responding to the needs of East Devon's young people aged 7yrs-25yrs developed through partnerships led by Thelma Hulbert Gallery(THG) across Honiton and East Devon.
  - The THG's 'Young People, Inclusivity, Arts & Environment (YPIA&E) grows out of the work with the TATE, University of Exeter, The Inclusion Agency, East Devon and Blackdown Hills Areas of Outstanding Natural Beauty Partnerships and East Devon District Council which revealed the need for a targeted young people programme.
  - The programme will enable young people and their networks to participate in culture and creativity where they live, to co-create and find career pathways. It establishes a formal partnership between THG, schools, Higher Education, nature conservation and community networks.
  - The project comprises a new Youth Network, Engagement Coordinator student intern, YP-produced off-site projects and exhibitions, YP-led digital resources, events and workshops. It will transform THG's engagement programme and strengthen relationships to East Devon communities
  - THG continued to manage the Arts and Culture East Devon (ACED) Network and delivered 3 ACED Network meetings in 2022
  - ACED now has 400 members signed up representing the creative arts and cultural sector in East Devon and serves the communities of East Devon providing a central platform to engage, network, promote and talk about arts and culture across the region. The membership has grown steadily in 2022 and has deliver networking and training events
  - The Manor Pavilion Theatre was the first theatre in Devon to reopen post Covid with a full programme of performances for 2022 and despite ongoing anxieties from some of its core audience over Covid the theatre was able to open its doors and make it a safe environment for audiences and performers alike reaffirming its importance in the local community as a cultural destination.
  - The theatre reactivated the full 3 month and 12 play Summer Season with West End producer Paul Taylor Mill and achieved a 70% recovery of ticket sales and audience numbers on pre-pandemic 2019 figures (up from 50% audience/ticket sales recovery in 2021)
  - Finally, we continued to support a range of other cultural partnerships that serve the whole of East Devon – Villages In Action that helps bring a wide range of creative performances (dance, music etc.) through a touring programme into our rural communities. This has accessibility and inclusion at its heart and ensures that our rural communities can enjoy performance-based art in their village halls or local pubs without having to go to their nearest town. It is a vital cultural outreach programme that helps sustain a vibrant all year round cultural offer in East Devon.
  - Likewise, our modest annual support of the SW Museums Partnership has provided invaluable funding and training to all our local museums and continues to help them remain financially sustainable and crucially support the volunteers who help run the museums.

## 2. Leisure



East Devon  
District Council

Leisure Strategy  
2021-2031

A report by Strategic Leisure Limited  
June 2022

- The adoption of EDDC's Leisure & Built Facilities Strategy 2021-31 in 2022 has now provided the LED Monitoring Forum a focus for overseeing the Action Plan and a framework for reviewing EDDC's relationship with LED.

### Strategic Outcomes Planning Guidance (SOPG) Diagnostic

- To inform the Leisure Strategy we followed in 2022 Sport England's best practice guidance.
- The purpose of the SOPG Diagnostic was to provide a position statement for East Devon DC to illustrate where we are in the process of thinking about and planning for physical activity and leisure provision over the next 5-10 years.
- This work was carried out as the first stage of the Strategy development process and the report was considered and approved by Cabinet and Full Council in 2021/22.

The SOPG Diagnostic has:

- Provided an overview of the District:
- Headline demographic, health and socio economic review of the district
- Reviewed any existing needs assessment/supply/demand surveys
- Reviewed existing participation and activity levels and trends; where the gaps are, who is inactive, where and why?
- Reviewed local and regional strategies and policies specifically relating to health and wellbeing, plus corporate plan and local plan (and any specific housing development proposals that may impact future demand)

- Identified local priorities and why these are important- what does East Devon DC want to achieve through the provision of physical activity and leisure and why?
- Identified the Shared Outcomes to be achieved in relation to health and well-being
- Identified gaps in existing evidence base
- Described what East Devon DC currently provides, where and how
- Site visits of all Council facilities including dual use sites (Subject to Covid restrictions)
- Mapped all facilities by type and location.
- Reviewed the community outreach service.
- Reviewed the current arrangements with Leisure East Devon (LED) and what that delivers in terms of throughput and social value and the current cost of the service.
- Reviewed each facility in relation to key strategic factors: meeting local need; community capacity; usage; whether adjacent/competition with other provision; financial (cost, investment, income generation); building condition; catchment areas; key users e.g. schools for curriculum delivery; dual use management arrangements/operating hours etc.
- Run the Sports Facility Calculator (SFC) to assess indicative future need.
- Undertaken a Stakeholder consultation – engaged with identified key strategic stakeholders to get their views on the challenge and opportunities for East Devon DC in terms of physical activity and leisure provision.
- Assessed where East Devon DC is now in terms of provision compared to need and opportunities and where it is compared to the SOPG process; this will identify key elements of work that are needed to underpin a future strategic approach to provision and delivery.

### Leisure Strategy Action Plan priorities

- The Action Plan is for a 10 year period and it has listed the following as priority 1 actions that the LED Monitoring Forum will need to discuss to agree which are seen as the most urgent in terms of Officers progressing this financial year and into 2023/24. These actions in the table below are not ranked in priority order rather taken as listed in the Leisure Strategy Action Plan. It will be for the Forum to agree the order in which they should be tackled following discussion.

KEY ACTIONS	Priority	Completion	Who leads	Resources needed
EDDC to revisit all stock condition survey data and associated costs within the context of the recommendations from the strategy and the need to retain and invest in its existing portfolio of leisure facilities (priority facilities are Exmouth, Honiton, Axminster). Agree a 5 – 10 year planned preventative maintenance programme of works – capital and revenue.	1	2022/23	EDDC Asset Management Team	Internal EDDC officer time
EDDC to undertake a site options appraisal to address identified shortfall in leisure facility provision highlighted within the Leisure Strategy. The priority focus should be on:  • Cranbrook – 6 lane 25m pool, health and fitness, 4 court sports hall, 2 studios (small pool/Leisure Local as a minimum), to ideally	1	2023/24	EDDC Planning Team  EDDC Leisure Team  Devon County Council  Exeter City	Internal EDDC officer time.  External consultants for Cranbrook business case – circa £50k.



<p>align to development of Town Centre</p> <ul style="list-style-type: none"> <li>• Exmouth - ATP</li> <li>• Honiton - ATP</li> <li>• Axminster – Netball Courts</li> </ul> <p>Consideration should be given to new and existing sites and include an integrated offer of new leisure centre(s) provision and separate arrangements for individual sports/activities, working with partner organisations in the community.</p>			<p>Council</p> <p>Local Delivery Pilot</p> <p>Relevant schools and sports clubs</p> <p>NGBs</p>	
<p>The refurbishment of Colyton ATP to be undertaken as a priority during Summer 2022 and for Exmouth ATP to be completed by Autumn 2023 and for these works to be reflected in the Council's capital strategy.</p>	1	2023/24	<p>EDDC Asset Management Team</p> <p>EDDC Leisure Team</p> <p>LED</p> <p>Colyton Grammar School</p>	<p>Internal EDDC officer time</p> <p>LED</p> <p>External contractors</p>
<p>EDDC to renegotiate all existing dual use facility agreements, in favour of the Council to increase access and value for the East Devon Community. Daytime access is the priority to achieve. Following re-negotiation daytime programmes to be developed focussing on older people.</p>	1	2024/25	<p>EDDC Legal Services</p> <p>EDDC Leisure Team</p> <p>LED</p> <p>Devon County Council</p> <p>Schools and Board of Governors</p>	<p>Internal EDDC officer time</p> <p>LED</p> <p>External contractors</p> <p>Internal EDDC officer time - leisure, legal*, asset management</p> <p>Devon County Council Relevant Schools External leisure consultants? Circa £5k</p> <p>*Additional dedicated legal resources required</p>
<p>EDDC to renegotiate and possibly extend the terms of the existing contract with LED. As a minimum, the following principles should be incorporated:</p> <ul style="list-style-type: none"> <li>• LED to submit business plan through to end of contract period which will present year 1 baseline breakdown of all income and expenditure (Profit and Loss</li> </ul>	1	2022/23	<p>EDDC Leisure Team</p> <p>LED</p>	<p>Internal EDDC officer time</p> <p>External consultants - circa £5k</p>

<p>Account) for each site including the health and wellbeing programme.</p> <ul style="list-style-type: none"> <li>• The business plan will provide the equivalent information for each year through to the end of the contract period, showing the management fee payable by the Council to the operator, increased by RPI annually.</li> <li>• The business plan will clearly show the management fee payment allocated to each site P and L account.</li> <li>• This management fee will replace the existing 5 year fixed service fee.</li> <li>• In re-basing the contract, EDDC should consider the introduction of: (1) a utility benchmarking procedure to be applied at a frequency to be determined. Whilst the utility tariff rate should be shared between Council and LED, the risk associated with increased energy consumption should remain the responsibility of the operator. (2) Pandemic cover, ensuring that LED will be in a 'no better, no worse' financial position, but any payments will not be unrestricted and will follow an 'open book' policy.</li> </ul>				
<p>Any revised contract should clearly set out EDDC's key principles and outcomes for sport, health and physical activity and establish key performance indicators (KPIs) against which the contractor will be monitored e.g. participation targets for under-represented groups, levels/frequency of participation measured against Sport England Active Lives annual data returns, East Devon Public Health priorities etc.</p>	1	2022/23	EDDC Leisure Team	<p>Internal EDDC officer time</p> <p>External consultants</p>

- A financial appraisal of the anticipated post Covid annual management fee costs were presented to Joint Overview & Scrutiny budget meeting. The recognition that the leisure industry is still undergoing a period of recovery with its membership as well as facing the challenges of energy price increases etc.
- We have started the negotiations with LED which will need to consider the budgetary challenges EDDC faces in its MTFP and the level at which LED can be supported to ensure we continue to provide our residents access to our leisure sites.
- We have started renegotiating our dual use site agreements to enable significant financial savings to our building maintenance costs – Colyton GS has been the first school to have these discussions and we have just started a discussion with Honiton Community College on their sports facilities.

- Actions that have been identified in 2022/23 also include how EDDC's Surveyors can carry out a stock condition survey of leisure centres to have a strategic understanding of the costs required to maintain our leisure buildings over the next 5-10 years – this will require a new budget for 2023/24 to enact.
- The identification of how to provide leisure facilities within Cranbrook as part of the town centre master planning and delivery work being led by Andy Wood's team has also commenced with a consultant appointed to lead the master plan work and develop proposals for a leisure hub for the town that includes a swimming pool, fitness and cycling studio as well other commercial leisure elements to help offset the running costs.
- Implementing energy saving schemes prioritising our swimming pools e.g. air source heat pumps has been identified as key elements of our capital programme investment in 2023/24 for our leisure sites and LED and EDDC are currently working a priority 123 list for sites to implement over the coming months and years.
- The delivery of the 3 year England Rural Prosperity leisure and capital fund programme launching in April 2023 will provide capital grants to leisure and cultural assets to improve energy efficiencies and providing leisure outreach activities into our communities. This will help our independently run community leisure and cultural buildings improve their energy efficiency and go a long way to helping make them more financially viable in the long term.

Charlie Plowden.

### **Sport.**

I am referencing this as a separate item, mainly as the playing pitch strategy has been delayed for confidential reasons. However, I have been in contact with the Devon FA and other local sporting clubs when necessary to provide help and support as best I can.

### **Summary.**

The above report provides a comprehensive overview of the work of this portfolio. I hope members will agree that significant progress has been made over the past two years to implement the strategies that have been introduced. The report also shows how willing and effective officers have been to work across service areas to make the work of this portfolio possible. While significant challenges relating to the impact of the pandemic still exist, there are signs of a gradual improvement in the confidence of residents and visitors to use and enjoy the activities and events which are already in place or are planned for this year. A recent ACED network meeting showed not only the effectiveness of networking within the cultural strategy but also the subsequent enthusiasm and commitment that this is generating. Such work will have a significant effect not only upon such cultural activities but also aid the operation of the East Devon Tourism Network. This report also clearly shows that as a district we are fortunate in having effective and well managed leisure provision which continues to meet the needs of residents of all ages and abilities. Despite financial pressures, leisure provision, of all types, in East Devon has a hugely beneficial impact upon the health and wellbeing of residents and sets the framework for a healthy, happy and successful life.

Finally, I would like to place on record my thanks to all officers who have contributed to facilitate the work of this portfolio, with special thanks going to Charlie Plowden, Andy Wood, Ruth Gooding, Geri Panteva, Rob Murray, Sarah Elghady and the team at the Thelma Hulbert Gallery.

**Overview Committee Forward Plan 2023 - 2024**

<b>Proposed date</b>	<b>Topic</b>
TBC	CIL/S106 Participatory Budgeting Policy – report requested from Strategic Planning Committee
TBC – keep under review	Overview Proposal Form and Scoping Template

## EAST DEVON DISTRICT COUNCIL

### Forward Plan of Key Decisions - For the 4 month period: 1 July 2023 to 31 October 2023

This plan contains all the Key Decisions that the Council's Cabinet expects to make during the 4-month period referred to above. The plan is rolled forward every month.

Key Decisions are defined by law as “an executive decision which is likely:–

- (a) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the Council's area.”

In accordance with section 9Q of the Local Government Act 2000, in determining the meaning of “significant” in (a) and (b) above regard shall be had to any guidance for the time being issued by the Secretary of State.

**A public notice period of 28 clear days is required when a Key Decision is to be taken by the Council's Cabinet even if the meeting is wholly or partly to be in private.**

The Cabinet may only take Key Decisions in accordance with the requirements of the Executive Procedure Rules set out in Part 4 of the Constitution and the Local Authorities (Executive Arrangements) (Meetings and Access to information) (England) Regulations 2012. A minute of each Key Decision is published within 2 days of it having been made. This is available for public inspection on the Council's website <http://www.eastdevon.gov.uk>, and at the Council Offices, Blackdown House, Border Road, Heathpark Industrial Estate, Honiton. The law and the Council's constitution permit urgent Key Decisions to be made without 28 clear days' notice of the proposed decisions having been published provided certain procedures are followed. A decision notice will be published for these in exactly the same way.

This plan also identifies Key Decisions which are to be considered in the private part of the meeting (Part B) and the reason why. Any written representations that a particular decision should be moved to the public part of the meeting (Part A) should be sent to the Democratic Services Team (address as above) as soon as possible. **Members of the public have the opportunity to speak on the relevant decision at the meeting in accordance with the Council's public speaking rules.**

#### Obtaining documents

Committee reports in respect of Key Decisions include links to the relevant background documents. If a printed copy of all or part of any report or background document is required please contact Democratic Services (address as above) or by calling 01395 517546.

<b>Key Decision</b>	<b>Portfolio (Lead Officer)</b>	<b>Documents to be considered before Cabinet take decision</b>	<b>Whether other documents will be considered before decision taken [Y/N]</b>	<b>Other meetings where matter is to be debated / considered</b>	<b>Date of Cabinet meeting</b>	<b>Part A = Public meeting  Part B = private meeting [with reasons]</b>
Zed Pods Housing Development	Assistant Director Housing Task Force				12 July 2023	Part B (Financially commercially sensitive)
Water Safety and Drowning Prevention policy (Inc. lifeguard review)	Assistant Director StreetScene				12 July 2023	Part A
Recycling & Waste Contract 3 year extension proposal	Assistant Director StreetScene				12 July 2023	Part A
Beach Amenity Management Plan	Assistant Director StreetScene				6 September 2023	Part A
StreetScene Public Bin Review	Assistant Director StreetScene				4 October 2023	Part A

Members of the public who wish to make any representations or comments concerning any of the Key Decisions referred to in this Forward Plan may do so by writing to the Leader of the Council c/o Democratic Services (as above).

June 2023

# Proposal form for items for consideration by Overview Committee



Submitted by: Cllr Anne Hall

Date submitted: 20/06/23

Item for Consideration: Grass cutting in urban areas with the management of re-wilding areas

Expected outcome (i.e. new policy, new action, new partnership, improve the performance of other public bodies or of the Council in relation to its policy objectives, performance targets and/or particular service areas): new policy

Priority for matter to be considered (please tick):

High (up to 3 months)	
Medium (3 to 6 months)	X
Low (over 9 months)	

Basis on which priority has been set:

The suggested item should be included in future programme(s) because: (please tick as appropriate)

a) It is a district level function over which the district has some control	X
b) It is a new policy area or service area of activity to be developed and introduced	
c) It is a policy area which has been required for some time and is due for development	
d) It is a major proposal for change	
e) It is an issue raised via complaints received	X
f) It is an area of public concern: Health & safety of play areas; health and safety of junctions and footpaths	X
g) It would be of benefit to residents of the district: it would be a cohesive, logical approach to give all towns, and presentable face.	X

Which of the Council's objectives does the issue address? Environmental impact

Is there a deadline for the Council to make a decision? (If so, when and why?): End of December, to make sure policy is in place for the start of the growing season, dependent on seasonal weather can start as early as late February.

Members are requested to provide information on the following:-

What do you wish to achieve from the review? A more balanced approach to give the right impression to residents and tourists.

Are the desired outcomes likely to be achievable? Yes

Will it change/increase efficiency and cost effectiveness? In the short term, possibly no, but after a couple of years, yes.

**Additional information** – an explanatory sentence or paragraph to be provided below to support each box which has been ticked:

Grass cutting and re-wilding is in EDDC remit. Numerous complaints received about children's play areas where children normally play football, where they now can't due to too long grass.

Please can you return the completed form to Democratic Services via email to [democraticservices@eastdevon.gov.uk](mailto:democraticservices@eastdevon.gov.uk).

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#### MONITORING OFFICER COMMENTS

MO Agreement for progression to officers for scoping.

Date:12/07/2023



## Scoping template for the Overview Committee

Scope of work for review:

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