



Agenda for Scrutiny Committee Wednesday, 24th January, 2024, 6.00 pm

Members of Scrutiny Committee

Councillors: I Barlow, J Brown, F Caygill, M Chapman, B Collins, R Collins, M Goodman (Chair), A Hall, J Heath, V Johns, J Kemp (Vice-Chair), D Mackinder, S Smith, A Toye and J Whibley

Venue: Council Chamber, Blackdown House, Honiton

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(or group number 01395 517546)

Tuesday, 19 December 2023

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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 Apologies
- 2 Minutes of the previous meeting (Pages 3 - 7)
- 3 Declarations of interest
Guidance is available online to Councillors and co-opted members on making [declarations of interest](#)
- 4 Public speaking
Information on [public speaking](#) is available online
- 5 Matters of urgency
Information on [matters of urgency](#) is available online
- 6 Confidential/exempt item(s)
To agree any items to be dealt with after the public (including the press) have been excluded. There are no items which officers recommend should be dealt with in this way.
- 7 Decisions made by Cabinet called in by Members for scrutiny in accordance with the Overview and Scrutiny Procedure Rules
There are no items identified
- 8 Report on UK Shared Prosperity Fund Evaluation Plans (Pages 8 - 33)
- 9 Report on consultancy and agency spend 2022 (Pages 34 - 44)
- 10 Portfolio Holder report on Economy (Pages 45 - 64)

11 Quarterly performance report Q2 2023 - 24 (Pages 65 - 67)

12 Forward Plan (Pages 68 - 69)

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[Decision making and equalities](#)

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EAST DEVON DISTRICT COUNCIL**Minutes of the meeting of Scrutiny Committee held at Council Chamber, Blackdown House, Honiton on 16 November 2023****Attendance list at end of document**

The meeting started at 6.06 pm and ended at 7.32 pm

29 Minutes of the previous meeting

The Chair opened the meeting by noting that Cllr Jess Bailey had stepped down as a member of the Committee. The Committee wished to formally record its thanks to Cllr Bailey for her work and contribution to the Committee.

The minutes of the previous meeting held on 5 October 2023 were agreed as a true record.

30 Declarations of interest

Minute 38. Update on S.106 and CIL Resources and Processes Task and Finish Forum. Councillor Mike Goodman, Personal, Councillor is a Member of Sidmouth Town Council which is in receipt of S.106 monies.

Minute 38. Update on S.106 and CIL Resources and Processes Task and Finish Forum. Councillor Paul Hayward, Affects Non-registerable Interest, Councillor is an employee of Axminster Town Council which is in receipt of S.106 monies.

Minute 38. Update on S.106 and CIL Resources and Processes Task and Finish Forum. Councillor Vicky Johns, Personal, Councillor is a Member of Ottery St Mary Town Council which is in receipt of S.106 monies.

31 Public speaking

There were no public speakers.

32 Matters of urgency

There were no matters of urgency.

33 Confidential/exempt item(s)

There were no confidential / exempt items.

34 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.

35 Update on climate change action plan progress

The Portfolio Holder for Climate Action and Emergency Response introduced this item and advised that the review of the Climate Change Action Plan sets out the significant

work undertaken during the previous four years and the reasons why the review had been brought forward from 2025 to the present time. The review also illustrated the challenges and the priority areas needing to be addressed.

The Council had taken out full membership of the South West Energy and Environment Group (SWEEDG) and had established a Green Team which had started to allocate funding in principle to various climate change initiatives. The Portfolio Holder highlighted the Climate Change section of the EDDC website.

Since its publication in 2020, much of the focus of the Climate Change Strategy and Action Plan had been on the Council's own carbon emissions reduction. The Portfolio Holder referred to the chart on page 13 of the Climate Change Strategy, which showed the various producers of greenhouse gas emissions across the district, the largest of these being on-road transportation, residential buildings and agriculture, forestry and land use, noting that with the exception of council owned or tenanted properties, the other issues are also national issues beyond EDDC's control. The Council was currently retro-fitting its housing stock, however this depended on funding being available. The upgrading of EDDC owned commercial property was also dependent on funding being made available.

Work was also underway to influence behavioural change with the Countryside team having produced educational leaflets for use at outdoor events, and the climate action pages on the EDDC being re-worked to include additional and seasonal information.

The Climate Change Officer presented the report and highlighted the fact that the adoption of the Climate Change Strategy was a new approach for the Council, with the strategy embedded across all Council services. The presentation highlighted the key current climate action work streams and the in-year specific services actions set out in the report, which were in addition to the Action Plan.

Responses to questions from Members and discussion included the following points:

- The Climate Change Officer agreed to meet with representatives from Ottery St Mary, Feniton and Sidmouth to try to progress an Otter Valley cycle trail which had been in discussion for many years following a feasibility study in 2014.
- As a member of SWEEDG the Council was able to access high level research, information and knowledge sharing.
- Councillor induction training was planned for January / February 2024.
- Devon County Council had been allocated funding for a gully trial to develop on-road EV charging points for residents which would look at charging cables across residential pavements.
- The Climate Change Officer would circulate usage data for EV charging in EDDC carparks.
- It was important to ensure that the correct type of EV charging points were installed as this was an ever evolving market.
- The provision of EV charging points for Council owned properties would be part of a separate project. A system was up and running in Bath which could provide helpful information.

It was noted that the Climate Change Strategy had not been debated by full Council prior to its adoption. It was considered vital that the Action Plan be reviewed and discussed by the Council on an annual basis.

Education and raising awareness was key to changing residents' behaviour. The Climate Change Officer advised that training was being rolled out through community

networks such as that of the Thelma Hulbert Gallery. Working at grass-roots level with town and parish councils was also vital to engaging residents.

The Scrutiny Committee agreed to note the progress made with the Climate Change Strategy and Action Plan and work carried out since the Portfolio Holder update in February 2023. The Scrutiny Committee further noted that a comprehensive review of the Strategy and Action Plan had been brought forward from 2025 and was currently being undertaken and would be reported on in due course.

36 **Draft Scrutiny protocol**

The Democratic Services Manager presented the report and the draft Scrutiny Protocol. It was noted that the Overview Committee had considered the draft Protocol at its meeting on 9 November and the Committee's comments had been circulated to Members of the Scrutiny Committee prior to this meeting.

It was further noted that the findings of the Centre for Governance and Scrutiny from its current review of scrutiny processes would need to be incorporated into the draft Scrutiny Protocol before its final adoption.

Responses to questions from Members and discussion included the following points:

- The inclusion of the Audit and Governance Committee within the scrutiny function had been raised with the Centre for Governance and Scrutiny as part of its current review. However, it was noted that only the Scrutiny Committee has the ability to call in decisions and, in this respect, it differs from the Audit and Governance Committee which has a specific financial function.
- The usual procedure would be for officers, rather than Members, to prepare reports to all of the scrutiny committees.
- Assistant Portfolio Holders would be able to sit on the Overview Committee but not on the Scrutiny Committee due to its function of reviewing the past performance of the Council.

There were no recommended changes to the draft Scrutiny Protocol.

RECOMMENDATION

That, alongside any changes recommended by the Overview Committee and Cabinet, and, taking into account any feedback from the review by the Centre for Governance and Scrutiny, the draft Scrutiny Protocol be recommended to Members for approval in early 2024.

37 **Portfolio Holder report on Communications and Democracy**

The Portfolio Holder for Communications and Democracy presented her report. The following changes since the report's publication were noted:

- The permanent appointment of the Corporate Lead Communications, Digital Services and Engagement had been confirmed.
- The interviews and consultation stage of the Centre for Governance and Scrutiny review had now been completed.
- It was planned to convene a meeting of the Member Development Working Group before the end of the year.

Responses to questions from Members and discussion included the following points:

- The Monitoring Officer would shortly be inviting nominations for a politically balanced working group to start work on reviewing the Constitution early in the new year.
- Regarding the hybrid IT solution for the Chamber, installation had been slightly delayed. The intention was to go live in the spring and it was noted that time would be needed for testing and training for Members.
- It was noted that improved communication with Members would be beneficial and several options were under consideration including an e-bulletin to keep Members more informed of wider changes across the Council.

The Chair thanked the Portfolio Holder for her succinct and informative report.

38 **Update on S.106 and CIL Resources and Processes Task and Finish Forum**

The Chair reported that Officer advice had been circulated to all Members advising that, due to the resourcing issues outlined in the Officer report to the Scrutiny Committee of 7 September 2023, there was currently insufficient Officer resource to support a Task and Finish Forum at the present time. The timetable for recruiting new Officers to undertake S.106 and CIL work had been set out in the Officer's report and an interim update on progress with this would be presented to the February Scrutiny Committee meeting.

The Monitoring Officer advised that the Assistant Director Planning Strategy and Development Management was looking into the ring-fencing of interest earned on S.106 and CIL monies held by the Council. Recruitment of the new Officers was progressing, and it was hoped that the posts would be filled during February and March.

Concern was expressed that town and parish councils have to pre-pay for infrastructure such as play parks, and then re-claim the monies from EDDC. This presents difficulties for local councils and it was suggested that a protocol could be developed to avoid this and make it easier for councils to obtain the funds.

Concern was also expressed that there was the potential to lose S.106 and CIL monies which have to be re-paid to developers.

The Monitoring Officer advised that she would look into both of the above issues. Work was underway to consider improvements to the S.106 and CIL information available on the EDDC website.

The Monitoring Officer assured Members that everything possible was being done to recruit additional Officers to address the issues.

39 **Forward Plan**

It was agreed to defer consideration of the car parks review report to the February meeting to allow time for Cabinet to discuss the report prior to Scrutiny.

With regard to the joint Scrutiny and Overview Committees budget meeting, the Chairs of both Committees, following discussion with Officers, had agreed that one day would be sufficient and the meeting would therefore be held on Thursday 11 January 2024 starting at 9.00am.

With the above amendments, the Forward Plan was agreed.

Attendance List

Councillors present:

B Collins
R Collins
M Goodman (Chair)
A Hall
S Smith
J Whibley

Councillors also present (for some or all the meeting)

C Brown
J Brown
P Hayward
S Jackson
V Johns
M Rixson

Officers in attendance:

Catherine Causley, Climate Change Officer
Tracy Hendren, Director of Housing, Health and Environment
Sarah Jenkins, Democratic Services Officer
Andrew Melhuish, Democratic Services Manager
Melanie Wellman, Director of Governance & Licensing (Monitoring Officer)

Councillor apologies:

I Barlow
M Chapman
J Heath
D Mackinder
A Toye

Chair

Date:

Report to: Scrutiny Committee

Date of Meeting 7 December 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A



UK Shared Prosperity Fund – Year 1 (2022/23) Evaluation

Report summary:

The UK Shared Prosperity Fund (UKSPF) is a significant source of devolved funding for investing in local communities and supporting local businesses, with EDDC using its £2.6m allocation to fund 13 projects. This report gives an overview of the UKSPF funded activity for 2022/23 and the key findings of the evaluation work undertaken to date.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

1. That Scrutiny Committee note the UKSPF evaluation undertaken, along with the challenges identified and proposed recommendations.
2. That Scrutiny Committee agree to officers providing written feedback to DLUHC on the need for qualitative metrics to be made available to measure the success of projects where quantitative metrics alone are not appropriate.

Reason for recommendation:

This report is intended to be provided on an annual basis to keep the Committee up to date on how our UKSPF funded activity is performing relative to our UKSPF Evaluation Strategy.

Officer: Tom Winters, 01395 571528, twinters@eastdevon.gov.uk

Portfolio(s) (check which apply):

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

Equalities impact Low Impact

Climate change Low Impact

Risk: Medium Risk; Risk relates to our ability to ensure effective and impactful spend of devolved funding and our ability to secure future funding from Government or the proposed Combined Authority.

Links to background information [Cabinet Report](#) (13.07.22), [UKSPF Prospectus](#), [East Devon UKSPF Investment Plan](#) and [East Devon UKSPF Evaluation Strategy](#).

Link to [Council Plan](#)

Priorities (check which apply)

- Better homes and communities for all
 - A greener East Devon
 - A resilient economy
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Executive Summary

- East Devon District Council has been allocated over £2.6m from the UK Shared Prosperity Fund (UKSPF) to deliver 13 projects, with 5 of those projects coming online in 2022/23, 4 in 2023/24 and a final 4 in 2024/25.
- We are the only district council in Devon undertaking an evaluation process, the results of which will be key when potentially seeking further funding from a Devon Combined Authority should a 'County Deal' devolution settlement be reached.
- The purpose of the evaluation is to refine and adapt the programme as and when any issues are identified, ensuring all 13 projects are providing the most positive impact and offering good value for money.
- Evaluation of the initial 5 projects (2022/23) shows they were delivered effectively and efficiently, but there are a number of improvements which can be made to improve the process for future projects and funding bids.
- The types of metrics used to measure the success of UKSPF provided by Government should focus more on quality rather than just quantity.

Background and Context

1.1 The UK Shared Prosperity Fund (UKSPF) is a central pillar of the UK government's Levelling Up agenda and provides £2.6 billion of funding for local investment. East Devon has been allocated £1,796,363 through the UKSPF over a three-year period. East Devon has also been allocated £854,298 through the Rural England Prosperity Fund (REPF), a 'rural top-up' to the UKSPF, over a two-year period.

1.2 To release the UKSPF allocation, East Devon District Council had to submit an 'Investment Plan' to central government for approval. The Investment Plan described East Devon's key challenges and opportunities to be addressed through the UKSPF. It also outlined the planned projects we would deliver with the funding and the outputs and outcomes against which we would measure progress.

1.3 The Investment Plan was developed with support from our Local Partnership Group (LPG). The LPG consisted of local businesses, community organisations, and political representatives, who helped to identify the needs and challenges the funding should address. The Investment Plan was then signed off by a Programme Management Panel of councillors and the local MPs for East Devon. The Investment Plan was also signed off by Cabinet on 13 July 2022. The 'UKSPF Panel' continues to provide oversight of UKSPF funds, including the approval of grants and any permitted alterations to the programme which deviate from the Investment Plan.

1.4 Our Investment Plan was approved by central government in December 2022, with our Year 1 (2022/23) allocation paid shortly after. A total of 13 projects were identified in the Investment Plan which EDDC would lead on over the three-year period to March 2025. The majority of UKSPF-

funded activity was planned for Year 2 (2023/24) and Year 3 (2024/25). A full list of East Devon's 13 UKSPF projects can be found [online](#).

Evaluation Strategy

2.1 We are required, through our signed MOU, to submit detailed reports to the Department of Levelling up, Housing and Communities (DLUHC) every six months to monitor progress. This includes how much we have spent and what outputs and outcomes we have achieved to date.

2.2 Although EDDC is not required by DLUHC to undertake thorough evaluations of UKSPF-funded activity, EDDC's UKSPF Panel determined that an internal evaluation process should be undertaken to help ensure best practise and continuous improvement in the efficacy and impact of the projects we're delivering. An Economy Projects Assistant was subsequently recruited in May 2023, funded through our UKSPF administration budget, to lead on the evaluation process.

2.3 Following endorsement of our UKSPF Panel members, our one-page UKSPF Evaluation Strategy was published (available [online](#)) in July 2023 to detail the purpose and process of this work. This Strategy sets out the Council's aim to critically evaluate the process and impact of our UKSPF programme and each of its 13 projects. This work centred around five key questions:

1. Was the project effective?
2. Was the process of implementation efficient?
3. Did the project provide good value for money?
4. Did the project provide additionality?
5. Did the project align with the strategic ambitions set out in the UKSPF Investment Plan?

2.4 Each project is managed by a 'Project Lead' who is invited to engage with the evaluation process and to critically reflect upon the delivery of their respective projects in terms of the five key questions outlined above. Project Leads and contracted suppliers are encouraged to be open and honest about the successes and challenges encountered and be willing to adapt delivery based on this critical review and lessons learnt. As delivery of the UKSPF programme is spread across multiple years, the process of conducting annual 'mid-delivery' evaluations ensures that we can refine projects as we go, to maximise their effectiveness.

2.5 The evaluation should also be viewed in the context of devolution and the emerging County Deal for Devon, where future UKSPF funding could be 'devolved upwards' to a new combined authority. Ensuring we can effectively measure the success of our existing projects will be crucial if we intend to fund this activity going post March 2025, especially if there is a future requirement for us to bid into a localised pot of UKSPF funding.

Year 1 Evaluations

3.1 It should be noted that Year 1 activity could not commence until December 2022, once our Investment Plan had been signed off by DLUHC. As DLUHC originally intended for the sign-off to occur in October 2022, this delay meant that a significant portion of our Year 1 allocation had to be rolled over into Year 2. This requirement to roll-over funding into Year 2 was not unique to East Devon. Our understanding is that 95% of the local authorities that received UKSPF funding in 2022/23 were unable to fully spend their allocation by the end of March 2023¹.

3.2 Of our 13 projects to be delivered over the three-year period, 5 of these commenced in Year 1 (2022/23). The evaluation process for each project began in August 2023 with finalised Evaluation Reports drafted and shared with Project Leads between September and November 2023.

3.3 The full Evaluation Reports for Year 1 can be found appended to this report as follows:

- Appendix 1: Council for Voluntary Service
- Appendix 2: East Devon Culture Programme
- Appendix 3: East Devon Leisure Programme

¹ See 'Almost all UK councils have not spent total share of levelling-up fund', *Guardian* (5th November 2023). Available at: https://www.theguardian.com/society/2023/nov/05/almost-all-uk-councils-have-not-spent-total-share-of-levelling-up-fund?CMP=Share_iOSApp_Other

- Appendix 4: Sustainable Tourism Programme
- Appendix 5: East Devon Towns Feasibility Work

3.4 Each of the Evaluation Reports confirm that all five projects were delivered effectively and in line with our original Investment Plan. Officers should be commended for achieving this in light of the constrained timeframes provided by DLUHC.

3.5 The Evaluation Reports have highlighted a number of key challenges identified across the five Year 1 projects. Although these challenges have not had a significantly detrimental effect on the projects, they should nonetheless be addressed to optimise the impact of the programme. These challenges are as follows:

- The constrained timeframe in Year 1 imposed by DLUHC was a significant challenge in implementing delivering projects in line with best practice. This made it difficult to conclude at this stage whether certain projects were impactful or achieved good value for money.
- There was a lack of consistency in staff resource between different projects. In some cases, this meant projects had to be delivered by officers with minimal project management experience, thereby requiring significantly more support from the Programme Management team than had been anticipated.
- The outputs and outcomes used to measure the success of each project were not relevant or appropriate for certain types of activity, such as the Cultural Programme for example, where qualitative rather than quantitative feedback is more suitable.
- Due to the quick turnaround required to submit our UKSPF Investment Plan, outputs and outcomes selected for each project were in some cases selected with little consideration of how they could be achieved or measured.
- The delay from DLUHC in publishing key additional guidance and the delay in issuing our Year 1 and Year 2 allocations has been the most challenging aspect of this programme.

3.6 In addition to the challenges outlined above, a number of recommendations for each project have been identified. Project Leads have been invited to reflect upon these and amend their project delivery accordingly. Many of these recommendations are applicable to more than one particular project or require change to how the programme as a whole should be refined. These recommendations are as follows:

- The preparation of Year 3 activity should factor in the possibility of additional delays from DLUHC as a risk to be considered and mitigated against where possible.
- A more structured approach to project management training should be sought at an organisational level, where officers new to project management can be offered training opportunities to coincide with future project management responsibilities.
- Feedback to DLUHC should be provided to recommend that future funds include alternative methods of reporting feedback where quantitative metrics are not appropriate or require further context, such as poor weather affecting participation rates for example.
- A wishlist or pipeline of (capital and revenue) projects should be prepared prior to the announcement of funds where a quick application is required to unlock funding. Projects on the wishlist should include outline costs, specified staff resource and realistic output/outcome targets.
- Where appropriate outputs and outcomes can be identified, projects proposed in future bids should properly consider and procure the appropriate measuring/surveying equipment and systems to ensure those outputs and outcomes can be effectively tracked and recorded.
- A 'Project Guarantor' should be identified for each project who will take over project management duties should the Project Lead not be able to action these duties for either a temporary or indefinite period of time.

3.7 Lastly, a number of recommendations to improve the evaluation process itself have been identified and will inform future mid-delivery and post-delivery evaluations for UKSPF. These include:

- Stagger evaluations across the financial year to align with project-specific timescales, deadlines and reporting periods.
- Alteration in the method of completing evaluation templates with the Project Leads, with more interview-styled sessions and face-to-face meetings.
- Provide firmer deadlines to ensure evaluations are completed on time.

Conclusion

4.1 The evaluation process for Year 1 has shown that despite the very short timescales to achieve total spend of our allocation, we were able to do so effectively and in line with the Investment Plan. The evaluation has identified a number of challenges which have impacted the delivery of Year 1 projects to varying degrees. We are confident that these issues can be addressed and mitigated against to ensure that Year 2 and Year 3 activity can be optimised in terms of impact and value for money.

Financial implications:

The financial details are covered fully in the report and evidence EDDC compliance with the scheme conditions and has been approved by the Council's S151 Officer in accordance with the set conditions.

Legal implications:

There is no direct comment to be made in relation to this evaluation report.

Appendix 1: Council for Voluntary Service Year 1 Evaluation

Project Lead	Joanne Avery
Intervention	Intervention: E11 Capacity building & infrastructure support local groups
Total Allocation	£180,000
Year 1 Allocation	£60,000
Year 1 Spend	£60,000

Background

Output	Target (across 3 years)	Achieved (in Year 1)
Number of amenities/facilities created or improved	5	0
Number of organisations receiving non-financial support	100	0
Number of Tourism, Culture or Heritage assets created or improved	5	0
Number of people attending training sessions	50	0
Outcome	Target (across 3 years)	Achieved (in Year 1)
Improved engagement numbers	50	0

The development of a Council for Voluntary Service (CVS) is a long-held ambition of EDDC. Since funding for the previous provision ended in 2018, East Devon has been the only district in Devon without a CVS to co-ordinate and support the Voluntary, Community, and Social Enterprise (VCSE) sector. The absence of a CVS has become a more significant issue in the face of recent crises – such as the pandemic and war in Ukraine – where community organisations have needed to join forces to provide a wider programme of support.

VCSE organisations are also facing increasing demands on their time and resources to tackle poverty, mental ill-health and loneliness, and the impacts of an ageing population. EDDC do not have the internal resources to provide overarching support and co-ordination to the sector, and the vacancy of the Community Engagement Officer post has further reduced capacity to assist VCSEs.

UKSPF provided a crucial opportunity to fund the proposal for a new CVS, with the ambition of maintaining the provision after the three years.

Year 1 Procurement

The case for the development of a CVS had already been outlined by the former Community Engagement Officer and the Director for Housing, Health and Environment, with research conducted into anticipated costs, the aims of the project, and the functions of the new service. This proposal was used to form the specification for the procurement of the CVS.

In the absence of a Community Engagement Officer, the role of Project Lead for the CVS was delegated to an officer without prior experience in either community organisations or procurement of large contracts. Despite this, she was able to use knowledge of prior work conducted and council processes to oversee the procurement and ensure the project was able to proceed.

Due to the delays in receiving Year 1 (2022/23) funding, award of the contract within the timeframe prevented open procurement. The Project Lead was able to use DCC's Business Support Framework to directly award the CVS contract to a suitable provider, should one exist on the

framework. Devon Communities Together (DCT) were the only appropriate provider on the framework and had the capacity and desire to carry out the delivery of the CVS.

Devon Communities Together were invited to submit a proposal for the work based on the specification and the budget allocated from the UKSPF. They submitted a delivery statement outlining all of their aims and actions for the three-year programme and a breakdown of costs that fit within the budget. DCT were subsequently awarded the contract to deliver the 'East Devon VCSE Support Service'. There was a month delay in getting the contracts signed, but this has had no significant impact on the time frame for delivery.

The procurement process for the CVS was carried out efficiently and effectively, as a provider was able to be appointed within the time frame who could fulfil the requirements of the specification for the costs outlined. Although an open procurement would've enabled competitiveness on price and a clear display of value for money, this would have required significant officer time and prevented the award of the contract within the permitted timescales. As the budget assigned to the CVS was determined via thorough research into the expected costs and what neighbouring authorities pay for similar services, this suggests that reasonable value for money was obtained in the procurement process.

Year 1 Activity

As the contract with DCT was signed in early Year 2 (in line with the permitted rollover into 2023/24), all delivery of the new CVS will occur between May 2023 and May 2026. Evaluation of actual delivery will therefore take place within the Year 2 and Year 3 evaluations of this service.

The CVS provides significant additionality to the core services offered by EDDC. Without a CVS in place, coordination of the VCSE sector would have been reliant on EDDC officer time, a resource that has been missing for over a year. Since the proposal was first put forward, additional challenges – particularly the cost-of-living crisis – have emerged which have increased the strain on community organisations. Provision of support to community organisations to help them fundraise, work together more efficiently, and ensure they are able to continue operation is not currently offered by either EDDC or any other umbrella group operating in the district.

Outputs, Outcomes, and Impacts

No outputs or outcomes were realised in Year 1 for the Council for Voluntary Service, nor were there any wider benefits. Once in place, the CVS is expected to deliver a wider portfolio of assistance to the VCSE sector than set out in the outcomes and outputs, including support for accessing grant funding, helping to combat poverty, reduction of social isolation, and increase EDDC's access to and understanding of the sector.

Evaluation Summary

Key Question	Response
1. Was the project effective?	The procurement process carried out for the CVS was effective as it sourced a provider who could complete the work required in line with the specification, budget, and timescale. Effectiveness of the CVS itself cannot be considered at this stage as core activity commenced in 2022/23.
2. Was the process of implementation efficient?	The use of an existing framework was efficient as it took considerably less time than an open procurement, whilst still ensuring the provider has been through the necessary checks.
3. Did the project provide good value for money?	Without an open procurement or multiple quotes sought for costs, good value for money cannot be demonstrated. However, as the budget for CVS was calculated based on the standard costs for this provision, reasonable value for money is indicated.

4. Did the project provide additionality?	The project provides additionality as the development of a CVS provides a set of functions not covered currently in the Council or by another other organisation operating in the area.
5. Did the project align with the strategic ambitions set out in the UKSPF Investment Plan?	The project aligns with the challenge of 'disjointed VCSE coordination' identified in the UKSPF Investment Plan through the creation of a CVS. It also addresses the issue of poverty and the wage gap by supporting community organisation who assist residents facing these issues. It also addresses the second strategic objective in the Poverty Strategy to support community and voluntary groups working to combat poverty.

Lessons Learnt

- Project proposals should ensure appropriate staff resource is in place to deliver the intervention. This should include support staff to assist the Project Lead and take responsibility should the Project Lead become unable to fulfil this role.
- Training and formal peer to peer support should be provided to staff members who assume Project Lead responsibilities to ensure they receive the necessary assistance and feel empowered to carry out this role.
- The efficiency and effectiveness of Year 1 activity on the CVS demonstrates the value of having clearly designed and costed proposals for UKSPF projects in the programme design stage.

Appendix 2: East Devon Culture Programme Year 1 Evaluation

Project Lead	Sarah Elghady
Intervention	E6: Support for local arts, cultural, heritage and creative activities
Total Allocation	£95,000 revised to £94,980 to reflect Y1 underspend
Year 1 Allocation	£20,000
Year 1 Spend	£19,980

Output	Target (across 3 years)	Achieved (in Year 1)
Number of local events or activities supported	17	1
Number of organisations receiving grants	17	0
Number of organisations receiving non-financial support	17	25
Number of volunteering opportunities supported	50	8
Outcome		
Improved engagement numbers	150	0
Improved perception of facilities/amenities	100	0
Number of community-led arts, cultural, heritage and creative programmes as a result of support	1	1
Increased visitor numbers	100	0

Background

In 2022, EDDC published a 10 year [Cultural Strategy](#) that created a vision for a vibrant cultural ecosystem in the district. The strategy identified the need to strengthen and promote the local cultural offer through a set of short, medium, and long-term actions, dividing activity into eight themes. The wider benefits of enhanced creative and cultural offerings identified were supported by public consultations indicating that 98% of East Devon residents saw culture as a key driver in attracting tourists, promoting health and wellbeing, and building stronger communities.

UKSPF funding enabled the delivery on the Cultural Strategy through the creation of a Cultural Programme, designed to specifically address Theme 1; 'strengthen and support the people that do'. There was strong alignment between the themes and opportunities laid out in the UKSPF Investment Plan and the Cultural Strategy, with the programme's aspiration 'to support the unique, community-led cultural organisations whose efforts enhance the high quality of life and wellbeing in East Devon's towns and villages' fitting well under the UKSPF Community and Place theme.

Year 1 Activity

The Cultural Programme has employed a unique delivery model to achieve its strategic ambitions, with the programme comprised of several smaller projects. Intervention in the cultural landscape is less established as an operation of the council when compared to other UKSPF activities, so requires a higher degree of flexibility and responsiveness in determining how funding is used. Projects within the programme are overseen by the Cultural Producer, with outside bodies contracted as necessary to delivery aspects of the programme.

Activities funded through the Cultural Programme do not fall neatly into the yearly timetables of UKSPF funding so clear lines cannot be drawn between Year 1 (2022/23) and Year 2 (2023/24) activity. Funding issued in Year 1 will continue to support activity throughout Year 2, so the impact of Year 1 spend cannot be fully assessed at this stage. However, two core activities have been identified for Year 1 of the Cultural Programme, the development of the Arts and Culture East Devon (ACED) network and the Creative Cabin project.

During the pandemic, the team at Thelma Hulbert Gallery established a new network for artists and creative practitioners called Arts and Culture East Devon (ACED), helping local people stay in touch, access funding opportunities, and connect with creatives across the district. These online ACED meetings identified shared opportunities and challenges and the need for a joined-up approach to strengthen the cultural offer in East Devon.

UKSPF funding provided an opportunity to enhance and expand the network and create additional benefits for members. The network meetings have continued to bring in guest speakers, transitioning offline to enable greater engagement with other members. Furthermore, UKSPF has funded the development of an ACED website showcasing members to enable better collaboration and connection, sharing resources on inclusivity, sustainability, and fundraising in the arts in a central location. It also promotes opportunities including the provision of free training sessions on topics such as fundraising and marketing. Whilst training was carried out in Year 1, the website launch was planned for Year 2, so its impact is out of scope for this evaluation.

The Creative Cabin was originally set up in 2020 by Thelma Hulbert Gallery and Wild East Devon as a fun and creative space to explore art and nature. The Cabin hosts a broad range of activities, projects, talks, films, performances, and workshops which creatively explore human relationships to nature and the climate emergency. It was mostly funded by the Art Fund, Arts Council England, and Heritage Lottery Community Fund, but the arrangement with Wild East Devon to provide the vehicle to transport it fell through. In February of Year 1, Thelma Hulbert put forth a proposal to EDDC to contribute £5,670 of match funding to cover the cost of the vehicle and enable the project to go forward. The Creative Cabin proposal was deemed to be suitable for UKSPF funding as it met the objectives to promote wider engagement, particularly amongst children and young people, and to use culture as a driver to tackle the climate crisis.

Although funding was issued in Year 1, most of the events supported will occur within the Year 2 timetable. The Creative Cabin is set to travel to 11 new locations across the district and target the specific areas and groups highlighted by the Cultural Strategy as needing support. This includes those from disadvantages backgrounds, caregivers, and rurally isolated communities.

Year 1 Procurement

The development of the ACED website had to be delivered externally due to insufficient capacity within Strata. Five quotes from website developers were requested, with Cosmic selected as they provided the lowest cost option, are based in East Devon, and have been used previously by the Council to deliver satisfactory work.

For the appointment of the training providers, a procurement exemption form was completed with the justification that each award was under £5,000 and that the limited timeframe to spend the money prevented open procurement. The two training providers appointed were Cause4 and Flying Geese. They were selected based on their reputation, recommendations by previous users, and positive customer feedback.

The delivery of the training was conducted in a mixture of in-person and online sessions. For the in-person sessions delivered by Cause4, half a day of training was delivered at a cost of £609 with an additional £157 for room hire. 16 cultural organisations attended with a cost per trainee working out at £47. Similar programmes delivered by Cause4 cost between £80-£100 per attendee, indicating value for money on costs was achieved.

For the Flying Geese training, the standard enrolment cost would be £500 exc VAT per individual attending. The cost of the six marketing sessions delivered under UKSPF was £3,200 exc VAT, which, for nine attendees, means a cost of £355 per participant. This displays good value for

money on costs as the training was delivered at 71% of market value. As up to 25 participants were able to enrol in these courses, the outputs, outcomes, and impacts achieved from the training sessions didn't achieve full value for money.

Additional assistance in the development and promotion of the ACED network was provided by an employee from the Thelma Hulbert Gallery operating on a freelance basis outside of their normal responsibilities. This arrangement was put in place prior to the recruitment of the Cultural Producer, with the hours of support provided by the freelancer reduced once the post was filled. A competitive process to onboard a consultant was not required as the cost was under £5,000, and the freelancer's existing employment at the Gallery and familiarity with the project provided the rationale for their appointment. As staff costs were not eligible UKSPF expenditure, it was necessary to structure the appointment as a freelance role rather than additional hours paid to an employee.

Ongoing freelance support continues to be provided to develop and promote the ACED network, an agreement which will end in September 2023. With the programme still being designed during Year 1, with both the ACED network and Creative Cabin projects initiated by the Thelma Hulbert Gallery team, the facilitation support was valuable in the initiation stage. However, this spend was authorised on a temporary basis, with a monthly review process to ensure value was being gained from the support. Extension of this support should be assessed during Year 2 to ensure value for money is being gained, additionality is being displayed, and the spend does not exceed procurement thresholds.

The Creative Cabin project was mostly funded via the Arts Council, with EDDC's contribution only representing 13% of the whole project. The exemption to standing orders obtained for the Cultural Programme enabled the Project Lead to fund emerging opportunities that satisfied the outputs, outcomes, and strategic aims of the project, and this mechanism was used to fund the Creative Cabin. The vehicle was procured at below market rate using EDDC's discount with the hire company, however good value for money in terms of cost cannot be ascertained in the absence of quotes and a procurement process. It is not possible at this stage to determine if the Creative Cabin demonstrated good value for money in terms of outputs, outcomes, and impacts as only one event was delivered during Year 1.

Outputs and Outcomes

The metrics provided by DLUHC to measure the success of projects across UKSPF are inadequate to capture the positive impacts and wider benefits of the Cultural Programme. The outputs and outcomes resulting in project activity are often not covered by the lists from which project leads could choose, and those that are relevant are challenging to measure.

Whilst delivery is likely to result in outcomes such as increased footfall, attendance at events and perception of events, measurement of these outcomes make them difficult to report accurately. The output and outcomes definitions were not provided by DLUHC until after the submission of the Investment Plan. This also created challenges, as DLUHC often require baseline measurements for activities to be existing rather than new, and for increases to be attributable to UKSPF activities. Cultural venues and events in East Devon often do not track, nor have the ability to track these metrics, and increased visitor numbers to a large event or key institution cannot be cleanly traced back to UKSPF activity.

Additionally, when the outputs and outcomes were selected, the Cultural Producer was not in post and the exact activities to be funded were unknown. The subsequent design of the Programme focused on aligning with the core strategic aims of the Cultural Strategy, the Council Plan and the UKSPF Investment Plan, rather than meeting and demonstrating each output and outcome.

A pragmatic decision was taken later in Year 2 to reduce the number of outputs and outcomes reported back to DLUHC and to adjust the targets where necessary. The number of outputs and outcomes attributed to each UKSPF project varies considerably, and those initially assigned to the Cultural Programme were higher than the average. These adjustments enabled the production of a set of quantitative targets (outputs and outcomes) that could be reasonably measured, achieved,

and attributed to the Cultural Programme. However, the real/qualitative impact, which is far more difficult to measure, is likely to be far greater.

The outputs achieved in Year 1 were local events or activities supported and number of organisations receiving non-financial support. The organisations receiving non-financial support were counted through the attendees of the ACED network training and the event was the Creative Cabin event held during Year 1. Counting events and activities rather than people disguised the real impact of Year 1 activity, as it obscured how many people benefitted and from which demographics. Of the three activities funded in Year 1 of the Cultural Programme, both the Creative Cabin and the ACED website will only realise most of their outputs in later years of the programme. The Creative Cabin has a further 11 events lined up for Year 2, whilst the ACED website did not go live until June.

No outcomes were recorded in Year 1 due to the short time frame and need to use Year 1 activity as a baseline to determine increases in participation and perception. Where Year 1 activities continues into and is built upon in Year 2, links have been drawn between planned activity and outcomes achieved.

Wider Impact

There is clear evidence to show the positive impact and wider benefit of the Cultural Programme, as well as strong alignment with strategic goals. Year 1 activity is closely linked to the realisation of the aims and goals laid out in Theme 1 of the Cultural Strategy and meets the wider strategic ambitions from the UKSPF Investment Plan. Firstly, the Cultural Strategy aimed to provide children and young adults across the district with ample opportunities to participate in cultural and creative activities. This was addressed through the Creative Cabin project, which is targeted at children and young people who made up 85% of attendees at their first event.

The ambition to attract and retain young professionals in the district is a key strategic aim of the Investment Plan, which identifies a shrinking working age population as a core challenge for East Devon. Year 1 activity was less focussed on this demographic specifically but should feature more prominently in Years 2 and 3.

Additionally, the training delivered meets the objectives set out to bolster the resilience and ambition of cultural and creative organisations by equipping them with the knowledge and skills required to thrive in the sector. This also enables employment opportunities in creative and cultural industries as individuals have the required training to take up these roles. Fundraising training specifically meets the goal to increase investment into the arts, museums, and heritage by providing individuals with the abilities needed to raise money and apply for grants more effectively.

The continuation of ACED network meetings and increased opportunities for members to network and promote their work also meets the aim of improving the connectedness of cultural organisations, artists, and creative businesses and ensuring East Devon's cultural offer is well promoted.

The qualitative benefits of the Cultural Programme can be demonstrated by feedback from participants. One participant commented that:

"The ACED Essentials in Fundraising workshop was fantastically put together and delivered. I had some previous experience in fund-raising but came away with new skills and ideas that enabled me to secure funds in the following weeks from sources that I had previously not known about. David from Cause4 was so knowledgeable and engaging, fund-raising can sometimes feel like a daunting prospect but I came away with a renewed sense of purpose. Thank you ACED for creating this great day!"

Furthermore, all participants who attended the fundraising training agreed with the statement 'the training will improve my working practices' and all but one was satisfied with the quality and the relevance of the training. A follow up survey conducted six months later showed two respondents had successfully secured funding following the training.

Although not required or facilitated by the UKSPF reporting process, qualitative data and participant feedback will continue to be gathered for the Cultural Programme and included in the

evaluation and feedback to stakeholders to ensure the demonstration of the full value of funded activity.

Evaluation Summary

Key Question	Response
1. Was the project effective?	The ACED network development was effective in supporting the cultural organisations and artists to feel connected and become resilient and creatively ambitious. The Creative Cabin was effective at engaging young people and using art to address the climate emergency. Whilst the activities were effective at achieving the goals of the strategic documents, they were less effective at realising the specific UKSPF outputs and outcomes. It is too early to assess the full effectiveness as much funded activity will only take place in Year 2 and impacts will take time to become visible.
2. Was the process of implementation efficient?	The programme design is ongoing, with funded projects developed as a result of local opportunities and needs arising. Splitting funding across multiple items and delivery partners reduces the efficiency of distributing funding but is more appropriate for using it impactfully.
3. Did the project provide good value for money?	Assessing full value for money is difficult for a Cultural Programme where the benefits are more qualitative. However, good value for money was shown for the website, where five quotations were sought and the cheapest was selected, and the training courses, where each participant cost less than an individual ticket. Value for money regarding the Creative Cabin will be determined in the Year 2 evaluation.
4. Did the project provide additionality?	All activities delivered through the Cultural Programme are outside of the core operations of the council and are either new or significantly enhance or expand existing activity in East Devon.
5. Did the project align with the strategic ambitions set out in the UKSPF Investment Plan?	The project as delivered in Year 1 aligns with the ambition to enhance the cultural offer for young people and expanded opportunities to work in the creative sector. It seizes the opportunity set out in the Investment Plan to implement the recommendations of the Culture Strategy.

Lessons Learnt

- The outputs and outcomes provided by DLUHC are better suited to measuring quantitative rather than qualitative impacts. Outcomes, such as those regarding improved perceptions, which aim to provide a qualitative measure of impact, are a challenge to gauge accurately and restricted by the definitions and guidance provided.
- Feedback to DLUHC on the reporting process should include requesting opportunities to provide qualitative performance indicators and testimonials as a metric of success.
- Only outputs and outcomes that are realistic, achievable, measurable, and attributable to UKSPF activity should be targeted for each project. Selecting appropriate outputs and outcomes should be prioritised over selecting a higher number.
- Once outputs and outcomes that align with the aims and activities of the programme have been selected, project activities should be designed with their achievement in mind to ensure the appropriate measuring/surveying mechanisms are in place.
- Reporting requirements outside of the UKSPF programme that relate to activity delivered under the scheme should be discussed by programme management and

project leads to streamline reporting where possible. The UKSPF monitoring and evaluation requirements, timelines, and time commitments should be made clear to project leads.

- Further consideration is required for when projects are evaluated. Project activity and spend do not always align neatly with the financial years, with activity taking place across the three-year programme for spend defrayed in Year 1. The evaluation of programmes via projects rather than years should be considered for future evaluations.

Appendix 3: East Devon Leisure Programme Year 1 Evaluation

Project Lead	Charlie Plowden
Intervention	E10: Funding for local sports facilities, tournaments, teams and leagues to bring people together
Total Allocation	£114,000
Year 1 Allocation	£38,000
Year 1 Spend	£38,000

Output	Target (across 3 years)	Achieved (in Year 1)
Number of events/participatory programmes	7	2
Number of volunteering opportunities supported	8	0
Outcome	Target (across 3 years)	Achieved (in Year 1)
Improved perception of facilities/amenities	750	0
Increased users of facilities/amenities	450	0

Background

East Devon's Leisure Strategy identified an opportunity to expand community leisure activities and wellbeing programmes beyond the walls of our leisure centres to improve access throughout our population. Engaging a wider pool of residents in our leisure offerings was identified as a key driver to reduce health inequalities, improve quality of life, and make East Devon a more appealing place for working age residents.

The outreach programme proposed demonstrated strong alignment with the opportunities and challenges identified within the Investment Plan. It both sought to tackle and respond to our demographic shift by both ensuring East Devon's older residents remain healthy and active for longer, enabling them to remain in the workforce whilst mitigating healthcare costs, and to present a compelling leisure offer to our younger population. Additionally, providing free or cheap opportunities to partake in leisure activities supports those living in poverty and improves the accessibility of physical exercise.

EDDC contracts out the management and delivery of our leisure facilities to LED for which it receives core capital and revenue funding. Remaining expenses are covered by LED through income. However, for residents, access to the leisure centres is dependent on both disposable income and proximity to a town centre, which excludes those living on low incomes or in rural areas. These residents are reliant on other organisations delivering outreach – defined as programmes and opportunities for physical activity outside of leisure centres – wellbeing and leisure programmes that are more accessible.

The Leisure Programme sought to focus specifically on outreach activity, including aligning it with community outreach and building upon the existing LED programme. As the current programme is funded via generated revenue and not EDDC funding, this project also presented an opportunity to better co-ordinate the outreach approach, set key KPIs, and clarify the commitments required by LED.

Year 1 Activity

The UKSPF-funded Leisure Programme is being delivered by LED via a service level agreement (SLA). The initial proposal involved hiring a dedicated officer within EDDC to lead the outreach

programme, but this was not in line with the parameters of UKSPF funding. LED has an existing outreach team consisting of part-time staff members who were willing to take on additional hours to expand delivery of the programme. This was determined to be an efficient and cost-effective method of delivery as it reduced the time and costs associated with recruitment.

The first step in commissioning the work was to agree the SLA with LED and define the parameters and cost of the programme. This process was complicated by the lack of time available by the Project Lead to dedicate to this work given his other commitments as a senior officer and an absence of any other officers with a leisure focus in his team or the wider authority. Although the Project Lead was only required to develop the SLA and ensure effective contract management thereafter, sustained intervention by the UKSPF Programme Manager was required to get the SLA signed by the deadline. Future UKSPF projects should ensure that the assigned Project Lead has sufficient capacity to take on the additional work and there is the requisite officer support to deliver within the dedicated Team.

Outreach Activities

Four outreach activities were delivered through Year 1 funding. These were the purchase of two Inbody machines, a Born to Move schools programme, Pickleball sessions, and a Nutri pilot scheme.

[Inbody machines](#) provide users with an information sheet detailing their body composition, including factors such as muscle mass and visceral fat, and an explanation of how to interpret these statistics. Whilst LED already has several Inbody machines within their centres that can be used by members, the two additional machines funded via UKSPF are portable and are taken out to communities and workplaces to enable non-members to have an assessment produced. LED have set up a series of 'Inbody days' where the machines are situated somewhere publicly accessible and anyone can get a free assessment, accompanied by a talk on what the results indicate and how the health concerns identified could be addressed. This serves as a driver to the leisure centres by enabling greater awareness of how the activities offered can improve health indicators.

[Nutri](#) provides a service promoting food and body ease to encourage intuitive eating and physical activity. It differs from traditional programmes as it seeks to reduce health inequalities through the development of a weight neutral community and measures success on the reported happiness of participants rather than weight loss. The Axminster pilot programme now scheduled for Year 2 includes access to their learning platform, hypnotherapy or meditative sessions, body image sessions, and a guide to finding enjoyable movement. This service is free to Axminster residents and offered alongside 3 months of free membership, compared to a usual cost of £317 per person.

[The Born to Move](#) programme is a series of fun and engaging exercise classes delivered in schools across East Devon. Developed by Les Mills, a company which creates workout classes delivered by instructors across the country, Born to Move is a programme targeted specifically to under 16s. The UKSPF funding was used to increase the number of schools where Born to Move was delivered as part of the existing schools' outreach programme.

Pickleball is a racket sport that combines elements of tennis, badminton, and table tennis. It has a short learning curve, can be played by a wide range of ages and fitness levels, and involves low startup costs. This meets the aims of the outreach programme as it is accessible for older residents and appeals to those with a low level of fitness. UKSPF funding was used to purchase the equipment and the coaching to offer Pickleball in Honiton and Ottery St Mary. As Pickleball takes place inside the centres, it does not meet the strict definition of an outreach activity and has been included as a 'driver' activity that increases usage of the facilities and could motivate uptake of other leisure activities. It is too early to assess if it has performed this function and justified its inclusion in the outreach programme.

Engagement with the outreach programme varied across activities. Born to Move engaged 888 school children in just two months, 524 people played Pickleball, whilst only 30 people received an Inbody assessment and the Nutri pilot was deferred to January 2024 due to lack of take up. Cost per participant worked out as £7.53 for Born to Move, £3.37 for Pickleball, and £390 for Inbody.

Only Pickleball produced a return on investment in 2 months of Year 1 activity, with the cost per participant lower than the normal charge of £5.50 per person. However, as the equipment purchased will be used across all three years of the programme, it is too early to determine if this investment displays good value for money.

Outputs, Outcomes, and Impacts

Progress towards outputs in Year 1 included events such as Inbody days, and Pickleball sessions. With less time for delivery in Year 1 than subsequent years, progress so far indicates that the targets are achievable by the end of the three years.

Outcomes of the programme will only be measured in Years 2 and 3. The outreach team has designed bespoke surveys to enable the measurement of improved perception of facilities and amenities. Increased user numbers that are directly attributable to UKSPF activity can be measured by extracting those who have visited the centres to participate in newly funded activities or whose membership has resulted from participation in an outreach activity.

Whilst the outcome specifies additional users as those attending a physical structure, by definition an outreach programme requires targeting activity outside of these spaces. It is an aim of the project to use the outreach sessions to drive residents to the leisure centres and encourage take up of the facilities available to improve physical health and wellbeing. However, as identified by the Leisure Strategy, the need for an outreach programme was based partly on the inaccessibility of leisure centres to some residents, with the primary aim being to provide these communities with a high-quality leisure offer. Therefore, tracking the wider impacts of the programme and capturing additional metrics, such as the numbers of participants in Born to Move, that are not monitored for UKSPF is key to determining its success.

A report provided on the Schools Programme – of which Born to Move serves as just one element – demonstrates the importance and positive impact of this outreach work. Through targeted support, the outreach team provide a range of activities to create a positive attitude for physical activity and demonstrate its impacts on good mental health and emotional resilience. Comments from teachers shows the softer benefits of the programme, with children returning from sessions with “the biggest smiles, positive attitudes, and red faces”.

Evaluation Summary

Key Question	Response
1. Was the project effective?	The project was effective at designing an outreach programme, getting the SLA signed, and beginning outreach activities within the time frame. The success of the activities delivered has been mixed so some changes are necessary to ensure greater participation in subsequent years.
2. Was the process of implementation efficient?	Working with an established partner and an existing team within LED enabled the quick roll out of Year 1 delivery. The lack of capacity from the Project Lead to dedicate time to the SLA and the requirement to pull assistance from the Programme Manager reduced the efficiency of this process.
3. Did the project provide good value for money?	As all investments made in Year 1 will continue to support Year 2 and 3 activity, it is too early to make a judgement regarding value for money for all activities. However, as the cost per participant for Pickleball is already lower than the normal cost, that activity has already demonstrated value for money.
4. Did the project provide additionality?	The project provides additionality through the expansion of the outreach programme and clarification of the requirements on LED to deliver this. All activities are new or available to new groups of people.

<p>5. Did the project align with the strategic ambitions set out in the UKSPF Investment Plan?</p>	<p>The project aligns with the Leisure Strategy ambitions to improve wellbeing, encourage physical exercise, and provide increased leisure opportunities to low income/rural demographics. It aligns with the IP ambitions to address poverty and the challenges of an ageing population. However, greater alignment could be achieved with leisure offerings focused young adults to meet the ambition to make East Devon a more attractive home for those aged 18-30.</p>
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Lessons Learnt

- Selected Project Leads must have sufficient time, capacity, and staff support to dedicate the time necessary to managing and delivering assigned projects. Senior officers should identify suitable internal resource rather than taking on the Project Lead role themselves.
- Prior to the development of project proposals for future UKSPF rounds, all teams looking to submit projects should ensure they are clear on the conditions of UKSPF funding. This will ensure project design fits with fund requirements and reduce time taken to rework proposals to ensure compliance.
- The opportunity identified in the Investment Plan to use an enhanced leisure offering to make the district more attractive to young adults has not been fully realised within Year 1 activity. Whilst Year 2 activity contains activities which target this cohort, the programme should focus more on making a broader range of offerings appeal to this age group through measures such as aligning timetabling with the working day and using specific marketing.

Appendix 4: Sustainable Tourism Programme Year 1 Evaluation

Project Lead	Geri Panteva
Intervention	E17 – Funding for the development and promotion of the visitor economy
Total Allocation	£209,533
Year 1 Allocation	£ 24,553 (original) £18,572 (revised)
Year 1 Spend	£18,572

Output	Target (across 3 years)	Achieved (in Year 1)
Number of local events or activities supported	30	1
Number of Tourism, Culture or Heritage assets created or improved	10	0
Number of enterprises receiving grants	22	0
Number of enterprises receiving non-financial support	35	53
Number of people reached	10,000	200
Outcome		
Increase in visitor spending	£2,500	0
Increased amount of investment	£85,000	0
Improved perception of attractions	10	0
Increased visitor numbers	200	0
Estimated Carbon dioxide equivalent reductions as a result of support	4	0

Background

In September 2022, Cabinet approved a 5-year Tourism Strategy to build on the existing high-quality tourism offer and support inclusive and sustainable growth in the sector. The vision statement outlined in the Tourism Strategy is “for East Devon to be the leading, year-round tourism destination in Devon, whose diverse ecosystem of outstanding natural environments, distinctive, high-quality businesses, towns and villages, all thrive and grow through a commitment to Net Zero, accessibility and collaboration”. This vision is supported by six strategic objectives, including increasing visitor spend, actively supporting tourism businesses to reduce their carbon emissions, and building a sustainable, collaborative private sector network based on shared values.

Until the endorsement and adoption of the Tourism Strategy, EDDC did not provide dedicated support to the tourism sector to facilitate and enable growth. The first stage of delivering the Tourism Strategy was the allocation of Senior Economic Development Officer time to lead on its implementation. With this internal resource identified, the proposal for a Sustainable Tourism Fund was put forward for UK Shared Prosperity Funding to deliver key elements of the strategy, particularly focusing on reducing carbon emissions, improving accessibility, and developing an East Devon Tourism Network.

Year 1 Activity

The majority of Year 1 activity and spend related to the creation of the East Devon Tourism Network (EDTN). This aims to deliver on objective 5 of the Tourism Strategy, which specifically outlines a need for a ‘sustainable, collaborative, private sector network’. As a values-led network, businesses would be brought together based on a commitment to quality, Net Zero, improving accessibility, and working with other providers.

The de Bois Review – a government-commissioned report on Destination Management Organisations (DMOs) – specifically highlighted Devon and its fragmentation of organisations operating in the tourist landscape as a key issue and barrier to development of the sector. These findings were supported by feedback from stakeholder consultations undertaken during the development of the Tourism Strategy that highlighted a desire for a localised network to engage in meaningful collaboration between industry representatives to share ideas and learn from best practice. From this, the concept of an East Devon Tourism Network was formed to facilitate partnership working and enable providers to speak as a united voice on challenges faced by the sector.

The East Devon Tourism Network differs greatly from other membership organisations – such as DMOs – operating within the tourism sector. Whilst most DMOs seek primarily to market tourist destinations and promote the offerings of their paying membership, the EDTN focuses on equipping businesses with the skills, knowledge, and connections to become more resilient. Crucially, the benefits of EDTN membership are unlocked through demonstration of the core values of sustainability, inclusivity, quality, and collaboration, rather than ability to pay fees. Members of DMOs benefit through the promotion of their business, whereas EDTN members are provided with opportunities to learn from others and form partnerships that enable business growth that is sustainable, ethical, and improves the quality of their services.

There were two additional items of spend in Year 1 of the Sustainable Tourism Fund. One was the sponsorship of the Taste East Devon festival, an annual event series which celebrates the finest food and drink offerings across the district. Although the contribution utilised the Year 1 budget, the festival was held in September 2023, so will be assessed as part of the Year 2 evaluation.

The other item of spend was the Value of Tourism data produced by the South West Research Company. This is a yearly dataset that shows the number of trips, overnight visits, and visitor spend, all of which are broken down into various categories. Commissioning this data is key to the delivery of the strategy as it provides the baseline measurement for the year before implementation. Recommissioning of this data for each year of the strategy is the only way to show the impact of delivery and monitor progress, so is a necessary cost as part of our commitment to delivery on the Tourism Strategy. The South West Research Company is the only source of this data and they provided a single quote for the dataset.

Year 1 Procurement

A delivery provider was appointed to run the East Devon Tourism Network on behalf of EDDC. Research undertaken in the creation of the Tourism Strategy showed a clear desire for the network to be run by an existing organisation to maintain collaborations and to avoid further fragmentation of the landscape. Additionally, the officer time assigned to the implementation of the Tourism Strategy was insufficient to run this network.

An open procurement process was undertaken via the Supplying the South West portal. An open competition meant the procurement was transparent and enabled a wider range of organisations to bid for the contract. Tender submissions were scored on both quality and price, with the weighting skewed towards quality. This ensured that the successful tenderer was able to demonstrate good value for money in project delivery and provide the highest return on investment for the £13,000 awarded.

The maximum value of the bid was determined by assessing market rates and knowledge gleaned from previous procurements to produce a realistic expectation of cost for outputs produced. The payment model used for the EDTN contract – where initial costs were paid upfront and the rest was subject to satisfactory delivery – ensured contractors achieved the outputs and outcomes pledged in their tender submission. Additionally, update reports require a breakdown of spend, allowing the contract manager to scrutinise the budget and ensure value for money is achieved.

The successful bidder was East Devon Excellence (EDE), a membership organisation representing high quality tourist and hospitality businesses operating across East Devon. There is a robust monitoring process in place, with the expectations and key performance indicators clearly outlined in the contract. In their update reports, EDE must demonstrate progress towards target

numbers of network members signed-up, attendance at quarterly events, and increased social media reach. These reports are accompanied by in-person reviews with the contract manager to provide greater oversight and support from EDDC. Whilst this was a complex relationship to navigate in its infancy, it has resulted in a strong partnership, with the review meetings offering an opportunity for continuous refinement and improvement through collaborative problem solving.

Alongside the retention of a proportion of the payment subject to delivery, the contract length was set at one year, with the option to extend to the full three years of UKSPF. Inclusion of these provisions in the contract, alongside the aforementioned monitoring process, allow EDDC to identify and mitigate issues with delivery and ensure outputs and impacts are being met.

Outputs, Outcomes, and Impacts

As the short time frame for Year 1 delivery was largely dedicated to the appointment of a delivery provider, the outputs, outcomes, and impacts of the Sustainable Tourism Fund will be far greater in subsequent years. Achievement towards outputs in Year 1 came from the inaugural EDTN event held at the Deer Park, where 53 organisations attended against a target of 35. Additionally, 200 organisations were reached as part of the promotion of the event and the launch of the network. There was also a Slack channel set up to build upon relationships formed at the event and engage those unable to attend.

As the East Devon Tourism Network is about driving collaboration based on shared values – including a commitment to quality and sustainability – the qualitative impacts realised serve as a more accurate depiction of success than quantitative outcomes and outputs. Outcomes and impacts of the EDTN cannot be assessed at this stage and will be covered in future evaluations. Impacts such as partnership projects, greater inclusivity and implementation of accessibility equipment, and sharing of best practice will be monitored throughout the three years of the EDTN to capture the qualitative benefits.

Feedback from the first 6 months of the network reported 77% of attendees of network events rated them as either ‘good’ or ‘very good’ and over 10,000 people had been reached via social media against a target of 1,500. Once the first year of delivery is complete and the learning and partnerships developed have time to embed there will be a clearer picture of the qualitative impacts.

Evaluation Summary

Key Question	Response
1. Was the project effective?	An open procurement process was successful in awarding the contract to run the East Devon Tourism Network to East Devon Excellence. Full efficacy will be reliant on further delivery, but the establishment of a good working relationship between EDDC and EDE and the high attendance at the first event are positive indications of effectiveness.
2. Was the process of implementation efficient?	Although open procurements can be time consuming, the contract was awarded within Year 1 with sufficient time remaining to organise and hold the first EDTN event, demonstrating efficient implementation of the project.
3. Did the project provide good value for money?	As the open procurement process evaluates bids on quality and price, EDE had to demonstrate a higher quality offer for the amount awarded. Submission of spend items to the contract manager, with some funding withheld until satisfactory delivery is achieved, serve to incentivise achievement of value for money in how the contract is spent.
4. Did the project provide additionality?	The development of the EDTN aligns with but is distinct from other organisations operating within the fractured tourism landscape. Free membership subject to alignment with values and a highly localised approach presents a distinct offer to

	DMO membership which will provide additionality and avoid any duplication of services offered. The UKSPF provides additionality in enabling the procurement of the South West Research Company data for a further three years that core funding did not cover.
5. Did the project align with the strategic ambitions set out in the UKSPF Investment Plan?	The opportunities presented in the Tourism Strategy are outlined in the UKSPF Investment Plan, with specific mention of promoting sustainable and inclusive tourism. It seeks modest growth of the sector with a focus on supporting high quality tourism offers that align with EDDC values and address our core challenges such as climate change.

Lessons Learnt:

- The outputs and outcomes provided by DLUHC are better suited to measuring quantitative rather than qualitative impacts. Outcomes, such as those regarding improved perceptions, which aim to provide a qualitative measure of impact, are a challenge to gauge accurately and restricted by the definitions and guidance provided.
- Feedback to DLUHC on the reporting process should include requesting opportunities to provide qualitative performance indicators and testimonials as a metric of success.
- Only outputs and outcomes that are realistic, achievable, measurable, and attributable to UKSPF activity should be targeted for each project. Selecting appropriate outputs and outcomes should be prioritised over selecting a higher number.
- Open procurement with output-based incentives can help to ensure a clear demonstration of value for money and transparency within the process and should be considered for future projects where timing permits.
- Reviewing the trends outlined in the Value of Tourism data, or other district wide datasets, will not enable the attribution of impacts to UKSPF activity. Reporting on UKSPF outputs and outcomes and a greater understanding of impact may require the commissioning of project-specific baseline data or measurement tools. This expense should be allocated within project budgets to ensure ability to assess the value of projects and interventions.
- Directly attributing outputs and outcomes to UKSPF activity represents a serious challenge as it represents a small percentage of activity undertaken in the tourism sector. Monitoring will be limited to events where a direct connection can be made between interventions and change, however this means figures reported will fall short of displaying the real value of activity.
- Where possible, output and outcomes measurements should account for context, either through comparison of similar economic/weather conditions, or performance against other UK tourist destinations. Although indications of success are ordinarily measured via increases, where downward trends are experienced nationally, the maintenance of existing levels should be considered a success.

Appendix 5: East Devon Towns Feasibility Work Year 1 Evaluation

Project Lead	Alison Hayward
Intervention	E31 - Funding to support relevant feasibility studies
Total Allocation	£105,000
Year 1 Allocation	£35,000
Year 1 Spend	£35,000

Output/Outcome	Target (across 3 years)	Achieved (in Year 1)
Number of feasibility studies developed as a result of support	3	2
The number of projects arising from funded feasibility studies	3	0

Background

East Devon District Council's UK Shared Prosperity Fund Investment Plan identified an opportunity to act on our Council Plan commitment to use our council assets to "support regeneration and create employment opportunities". From this, the East Devon Towns Feasibility Work project was developed with the aim of carrying out feasibility studies in towns across the district to find regeneration projects ready for future investment.

The scope of the project was informed by the previously undertaken Axe Valley study, which focused on finding regeneration opportunities in the towns of Axminster and Seaton. This study identified a package of projects that could deliver 150 jobs and £30m in GVA over a 10-year period, as well as informing EDDC's bid to the Levelling Up Fund 2. Although the LUF2 bid was not successful, there was a desire to replicate the Axe Valley study to identify a similar package of projects for the other East Devon towns. However, EDDC lacks the core budget and staff resource to carry out further feasibility work.

UKSPF funding provided the opportunity to conduct further feasibility studies in Honiton, Ottery St Mary, Sidmouth, and Exmouth, centring on regenerating EDDC assets to provide new and enhanced usages. Project design focused on bringing forward additional studies rather than implementation of the Axe Valley findings as the small amount assigned under UKSPF was insufficient to deliver significant capital works.

Year 1 Activity

In Year 1 feasibility studies were undertaken for Honiton and Ottery St Mary. The first step was to determine the assets in scope, which presented an immediate challenge. EDDC does not have any significant land assets in Ottery St Mary, and none of the assets owned by the council in Honiton were appropriate for regeneration/redevelopment at the time of the study. This required an alteration of project parameters to include the assets of other public sector bodies, information on which is not readily available to EDDC.

This knowledge gap presented a significant challenge to project delivery as without a comprehensive overview of public sector assets in place, it was hard to determine where feasibility studies would have the greatest impact. The eventual sites were selected in conversation with the town councils based on their strategic priorities, with the Ottery site owned by their town council.

Honiton's feasibility study investigated how improvements to the EDDC-owned Lace Walk and Thelma Hulbert Gallery car parks could enhance the visitor experience and attract custom for local businesses. It examined the possibility of incorporating a mobility hub and green/blue infrastructure into the car parks to extend sustainable travel options and enhance mobility for individuals without cars.

Ottery St Mary's feasibility study considered three refurbishment or development options for the Station Hub – currently used by several youth groups - including design work, an assessment of costs, and an understanding of commercial opportunities.

Year 1 Procurement

The second stage of Year 1 activity was to appoint consultants to carry out the work. Consultancy support was required on this project due to both insufficient in-house resource and the need for additional, specialist expertise. Due to the time constraints, the consultants were appointed directly. An Exemption Report for the Ottery St Mary study was obtained on the grounds that if the spend did not occur within the required time frame – which would not have been possible if a full tender exercise had been undertaken – EDDC risked the return of unspent funding to central government. The team of consultants chosen to conduct the study were appointed based on their successful completion of the Axe Valley study and the belief that they could be relied upon to deliver a comprehensive report in a short time frame whilst meeting the Project Lead's requirements.

For Honiton, the consultants were appointed via a Somerset County Council framework. A consultant with the required specialisms was on the framework and both the framework and the consultant has previously been used to positive results.

Outputs, Outcomes, and Impacts

The Feasibility Work project is on track to meet all of its outputs, as two of the three feasibility studies have already been undertaken. There are two more planned; Sidmouth for Year 2 and Exmouth for Year 3. No outcomes have been recorded, but none were anticipated at this stage as additional time and funding are necessary to bring forward identified projects. Full assessment of the impact of the feasibility studies will only be possible in future years and will be captured in future evaluation work.

Although there are currently no projects in the works from the feasibility studies, there are proposals being created to take forward the findings in Ottery St Mary. The Ottery St Mary Town Council wishes to explore how a new centre in the Station Hub would operate, how it would be funded, and how it would be managed. This would ensure that Ottery St Mary Town Council have a full understanding of how a community led centre could operate prior to pursuing an expensive and resource intensive refurbishment on the site. Next steps from the Honiton study will be considered by the Council's Green Team this autumn.

The high costs associated with delivering the capital improvements recommended by both feasibility studies presents a serious obstacle to bringing forward the larger projects proposed. For Honiton, implementation of the essential components of the scheme would cost £100,000, with full delivery costing up to £450,000. The three options presented for the Station Hub in Ottery St Mary range from £250,000 to £1,040,000. The enormous expense involved in the full realisation of these projects makes it unlikely that all aspects of the studies will be delivered. In contrast to the Axe Valley study, there are no future grant schemes identified where funding could be sought to improve the viability of these projects. Remaining feasibility studies funded via UKSPF and any future projects supported by the council should consider the likelihood of capital works proceeding and the availability of funds to deliver these before they are undertaken.

Without open procurement, it is hard to demonstrate that the feasibility studies provided good value for money. However, the quotes provided from the consultants came under the budget threshold set for the work, and procuring the consultants as a partnership was more cost effective than finding separate contracts. As the Project Lead has procured similar studies in the past, they have an awareness of the typical costs involved in this kind of work, and the quotes provided were in line with market costs.

Identifying towns, rather than sites, to focus feasibility studies on, created challenges in finding suitable sites and meant that those selected did not represent the greatest regeneration opportunities available within the district. A key piece of learning to inform future decision-making on feasibility work is to approach the selection of assets differently to find those with the most

potential and where there is a clear route to delivering on the reports produced. It is worth noting that the reason this approach was not taken in this project - and which could present a challenge to future schemes run in this way - was to ensure a fair geographical spread and work across as many towns as possible. As a politically sensitive issue, future approaches must ensure that settlements across the district feel they have opportunities to benefit from funding for regeneration projects.

The Ottery St Mary feasibility study realised some unexpected additional benefits. The closer working relationship with the town council enabled the chosen study to align with the aspirations in their Neighbourhood Plan. Through interactions with the youth groups currently using the Station Hub, the vision for the building as a better functioning youth and community space incorporated feedback from the town's young people to ensure it aligned with their needs. This fits with the Investment Plan's intention to address demographic change and make East Devon more appealing for young people.

This learning is directly informing the Year 2 Sidmouth feasibility study, which will also look at refurbishment opportunities for a youth facility. Early engagement with the town council has helped to overcome challenges in identifying suitable projects and facilitated a partnership approach to Year 2 delivery.

Evaluation Summary

Key Question	Response
1. Was the project effective?	The project was effective at delivering the feasibility studies in the towns identified for Year 1 activity within the timeframe. It is too early to assess the effectiveness of the project in identifying regeneration opportunities that can be brought forward.
2. Was the process of implementation efficient?	Procurement of the consultants was done simply and rapidly. Site identification would have been more efficient had it been undertaken prior to Year 1 delivery phase and been site specific rather than geographically focussed.
3. Did the project provide good value for money?	The very short timeframes imposed by DLUHC prevented a proper tendering process, but prices were in line with previous work undertaken.
4. Did the project provide additionality?	This work would not have been carried out had UKSPF funds not been available. Feasibility studies are not a core part of council operation and require external funding.
5. Did the project align with the strategic ambitions set out in the UKSPF Investment Plan?	Links to the Council Plan commitment to "support regeneration and create employment opportunities". It builds on Opportunity 4 in the investment plan to invest in our town centres, but has not realised the ambitions to 'explore new and innovative ownership and project delivery mechanisms'. Engagement with youth groups aligns with the IP desire to address demographic imbalance.

Lessons Learnt

- The process for identifying future sites for feasibility studies should first begin with a review of EDDC assets to identify those presenting the strongest regeneration opportunities, with geography considered second
- Greater understanding is needed of the current levels of supply and demand for space in employment, leisure, placemaking, and residential sectors across our main towns in both public and private ownership

- Where the regeneration of non-EDDC assets is to be prioritised, joint working with other public sector bodies, such as town councils and county councils, is required to both identify and understand how all public sector assets can be used more strategically to deliver wider impacts
- There needs to be sources of capital/grant funding/appetite to bring forward the projects identified prior to the undertaking of feasibility work, which could include investigation into innovative funding mechanisms
- A longer lead in time than available in Year 1 of UKSPF is needed to provide a thorough options assessment and do the background work needed to determine the most suitable sites



Report to: **Scrutiny Committee**

Date of Meeting 7th December 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Expenditure on Consultants and Agency staff 2022/2023

Report summary:

This report details capital and revenue spend on consultants and specialist advice and agency staff for 2022/2023.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

To note the details of expenditure on consultants and agency staff in 2022/2023

Reason for recommendation:

To report to Members of Scrutiny Committee the expenditure on consultants and agency staff in the delivery of Council services.

Officer: Melissa Muir - Accountant, mmuir@eastdevon.gov.uk

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

Climate change Low Impact

Risk: Low Risk

Links to background information N/A

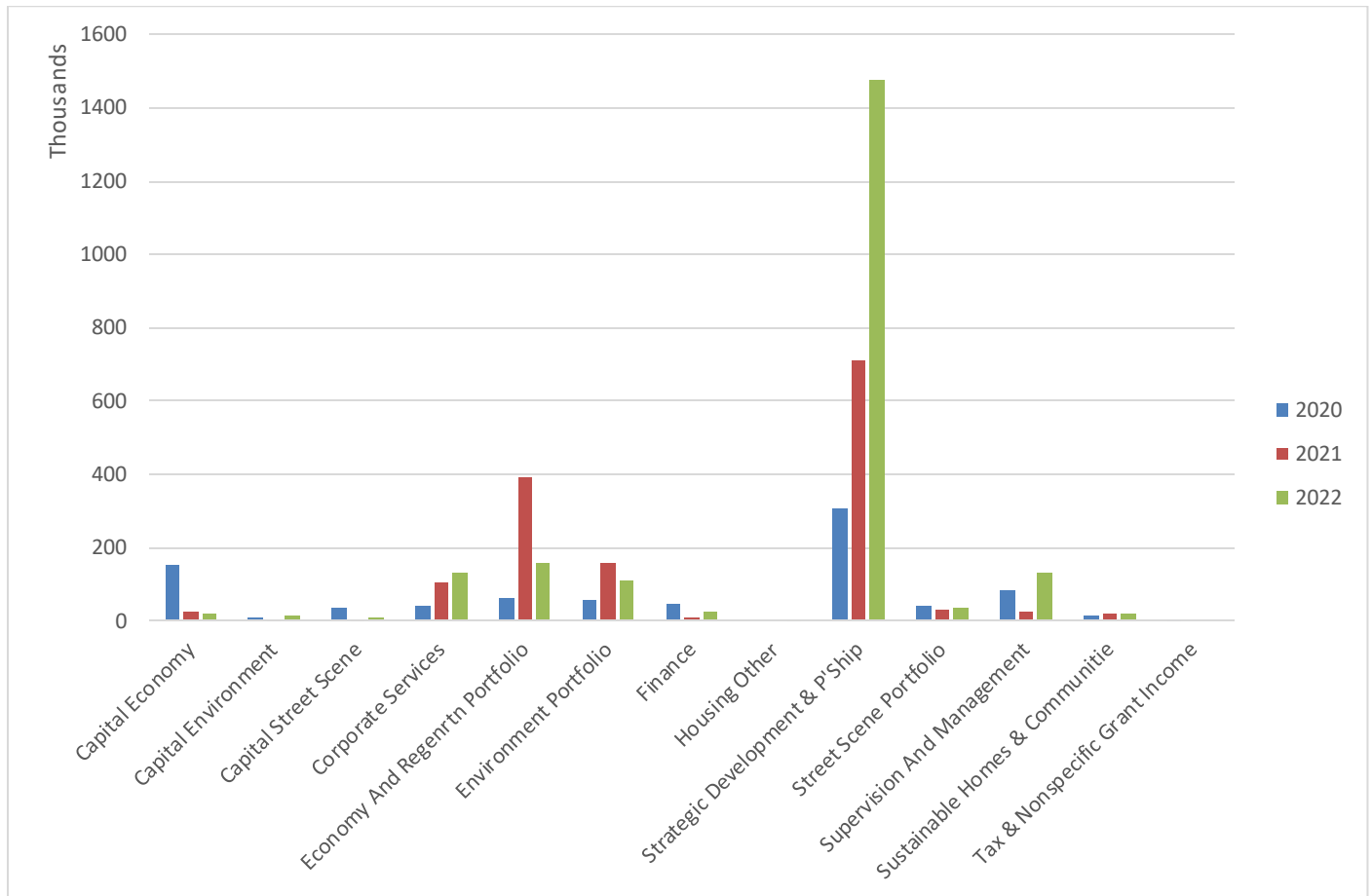
Link to [Council Plan](#)

Priorities (check which apply)

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

Consultancy Expenditure 22/23

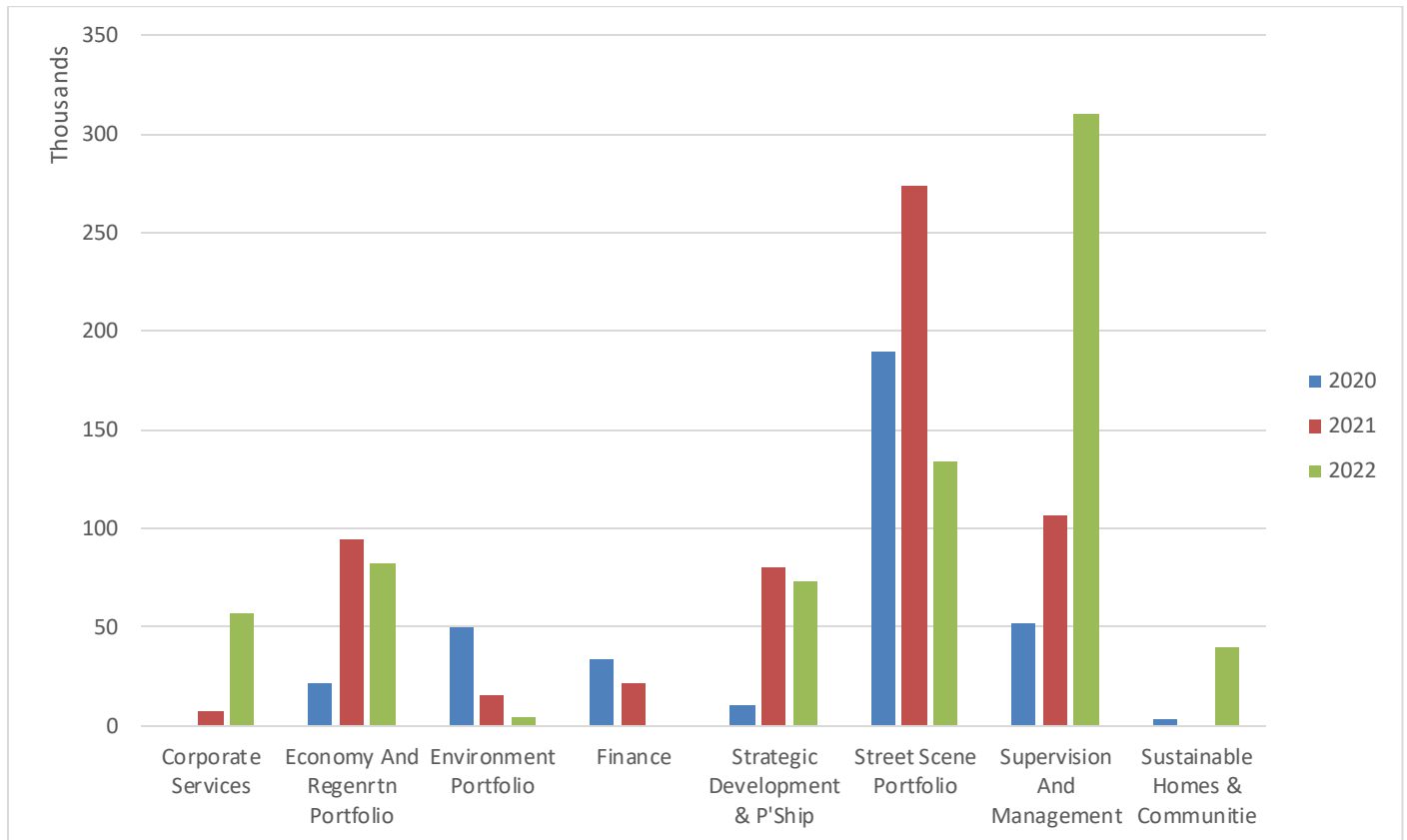
The following graph and table show the variation in consultancy expenditure by portfolio over the last three financial years and those consultants which the council has spent >£25k across all council services respectively. The detail of individual spend by cost centre and consultant with budget manager comments on the justification for the incurred costs can be found in Appendix 1.



No.	Consultant/Supplier	Annual Spend	Company Description	Description of Work Undertaken / Services Provided
1	ANTHESIS (UK) LTD	230,940	Sustainability services and solutions experts	Project and support services for the Heat Distribution Network funded by Central Government Grant
2	Bevan Brittan	155,245	Commercial law practice	Outside legal council services relating to various requirements such as general contract review & Heat Distribution Network
3	WSP UK LTD	131,657	Specialist engineering and environmental consultants	Provision of professional services for various projects including Pebblebed Heath Visitor access improvements, heat distribution network and Queens Drive future site phase input.
4	CBRE LIMITED	129,900	Consultancy Services	Consultancy Advice on review of local plan, progression of inputs and option appraisal
5	ECHELON CONSULTANCY LTD	114,790	Infrastructure recruitment and consultancy services	Supply of temporary staff
6	SARTO THOMAS LTD	111,829	Infrastructure recruitment and consultancy services	Temporary cover due to staff absence/during period of recruitment
7	Terraquest	100,643	Digital planning application and data services	Assisting with the validation of planning applications, processing applications.
8	THE OYSTER PARTNERSHIP LIMITED	79,983	Public and private sector recruitment agency	Temporary cover due to staff absence/during period of recruitment within the Planning Service
9	GLOBAL CITY FUTURES	79,625	Consultancy services that delivers innovative designs and delivers low carbon developments.	HNIP Funded work, review of documents, attendance of consultant meetings and feedback on financial model.
10	ANDREW HOPKINS CONSULTING LTD	58,275	Communications, events, marketing, town centre and project management	Communications Consultancy for the Council
11	Stephen J Pratten	50,060	Chartered project management and quantity surveying services	Project management services across property services, relocation, capital projects and sports grounds.
12	PRICEWATERHOUSECOOPERS LLP	48,500	International professional services and accounting firm	Service Reward Review
13	CARRINGTON WEST LTD	39,860	Environment and Technical Recruitment Specialists.	Supply of temporary staff
14	1ENERGY GROUP LIMITED	38,833	Independent developer of low carbon heat networks.	Cranbrook Extension Project
15	The Planning Inspectorate	37,456	Executive Government Agency of the DLUHC for planning	Cranbrook Plan Examination
16	TORBAY DEVELOPMENT AGENCY	35,773	Provider of business and property services, workspace management and affordable housing	Support services to Estates
17	Fiona Fyfe Associates Ltd	32,550	Urban planning and landscape architectural activities	East of Exeter New Community Landscape Sensitivity and Clyst Valley Assessment
18	FRANCIS TAYLOR BUILDING	31,690	Barristers' chamber with legal expertise for planning, environment, land valuation etc in private or public sector.	Professional fees including review of documents.
19	AVISON YOUNG (UK) LIMITED	31,000	Commercial real estate advisor	Various projects for Economic Development and Property & estates such as the Axe Valley Project, Bid development work for the Levelling Up fund and Thriving Towns project.
20	Hardisty Jones Associates Ltd	27,584	Specialist economic development consultancy who help local public, private and third sector clients to plan for economic development and understand the socio-economic impacts of projects and programmes on areas and societies.	Assistance for local plan development
21	SAVILLS (UK) LIMITED	27,264	Real estate agents and advisors	Production of reports for the Clyst Canopy project
<25K	ALL OTHER 131 Consultants	534,527	131	

Agency Expenditure 22/23

The following graph and table show variation in Agency expenditure by portfolio over the last three financial years and the breakdown of Agency expenditure for 22/23 with the Budget Manager justification/requirement for the costs.



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5CCN - Level 5 Cost Centre Name	6CCN - Level 6 Cost Centre Name	9CCN - Level 9 Cost Centre Name	Customer/Supplier Name	Total	Agency Requirement	Externally Funded	Reason for Expenditure/Project
Corporate Services	Legal Services	Legal Serv	LIGHTHOUSE LAW LIMITED	57,500	Staff Cover	No	Inability to hire property lawyer despite multiple rounds of recruitment.
Corporate Services Total				57,500			
Economy And Regenrtn Portfolio	Building Control	Build Control Fee Earning	BRG INTERIM SOLUTIONS LTD	12,015	BC Surveyor - Plan checking	No	Work load and unable to recruit to a vacant post.
	Building Control	Build Control Non Fee Earning	BRG INTERIM SOLUTIONS LTD	4,005	BC Surveyor - Plan checking	No	Work load and unable to recruit to a vacant post.
	Property And Estates Services	Property Services	MACDONALD & COMPANY FREELANCE LTD	52,829	Staff Cover	No	Work load
	Economic Development	Exm Reg - Queen'S Drive	COMENSURA LTD	13,827	Staff Cover	No	seasonal worker for grounds maintenance etc on Queen's Drive
Economy And Regenrtn Portfolio Total				82,676			
Environment Portfolio	Public Health	Enviro Protection Team	THE OYSTER PARTNERSHIP LIMITED	4,409	Specialist Skill	No	Specialist skills/experience and qualifications required in order to meet statutory functions. Also covering a period of maternity cover.
Environment Portfolio Total				4,409			
Strategic Development & P'Ship	Development Management	Development Management	DEVON COUNTY COUNCIL	14,675	Staff Cover	No	Workload and unable to recruit to a vacant post
	Development Management	Development Management	VARNOM & ROSS LTD	6,958	Staff Cover	No	Workload and unable to recruit to a vacant post
	Growth Point	New Growth Point Delivery Team	HAYS	51,801	Staff Cover	No	Workload and unable to recruit to a vacant post
Strategic Development & P'Ship Total				73,434			
Street Scene Portfolio	Parks And Pleasure Grounds	Gm West	COMENSURA LTD	35,035	Staff Cover	No	Annual agency staff to cover seasonal demands
	Street Cleansing	Sc East	SIDMOUTH TOWN COUNCIL	10,525	Staff Cover	Yes	Agency staff to cover town council work
	Street Cleansing	Sc West	COMENSURA LTD	88,759	Staff Cover	No	Annual agency staff to cover seasonal demands
Street Scene Portfolio Total				134,319			
Supervision And Management	Supervision And Mgt General	Hsg Asset & Property Team	HAYS	1,852	Staff Cover	No	Unable to recruit permanent staff members - Agency only alternative solution to deliver business as usual.
	Supervision And Mgt General	Strat Lead Hsg Health & Env	BUILDING RECRUITMENT CO LTD	3,330	Staff Cover	No	Unable to recruit permanent staff members - Agency only alternative solution to deliver business as usual.
	Supervision And Mgt General	Hsg Landlord Services	BUILDING RECRUITMENT CO LTD	108,267	Staff Cover	No	Unable to recruit permanent staff members - Agency only alternative solution to deliver business as usual.
	Supervision And Mgt General	Hsg Landlord Services	C & P CONTRACTING SOLUTIONS	54,900	Staff Cover	No	Unable to recruit permanent staff members - Agency only alternative solution to deliver business as usual.
	Supervision And Mgt General	Hsg Landlord Services	BUILDING RECRUITMENT CO LTD	2,401	Staff Cover	No	Unable to recruit permanent staff members - Agency only alternative solution to deliver business as usual.
	Supervision And Mgt General	Hsg Systems And Strategy	C & P CONTRACTING SOLUTIONS	28,800	Staff Cover	No	Unable to recruit permanent staff members - Agency only alternative solution to deliver business as usual.
	Supervision And Mgt Special	Estate Management	BUILDING RECRUITMENT CO LTD	28,047	Staff Cover	No	Unable to recruit permanent staff members - Agency only alternative solution to deliver business as usual.
	Supervision And Mgt Special	Commnl Areas Cleaning	COMENSURA LTD	38,466	Staff Cover	No	Unable to recruit permanent staff members - Agency only alternative solution to deliver business as usual.
	Supervision And Mgt Special	Mobile Support Officers	COMENSURA LTD	43,899	Staff Cover	No	A couple of cases where short term cover was required and it was deemed that recruitment would take too long through the usual channels. Agency staff was the best option in each case.
Supervision And Management Total				309,962			
Sustainable Homes & Communities	Public Health Housing	Hsg And Gen Health Group	THE OYSTER PARTNERSHIP LIMITED	40,219	Staff Cover	No	Work load and unable to recruit to a vacant post. And Maternity cover.
Sustainable Homes & Communities Total				40,219			
Grand Total				702,519			

Financial implications:

The financial implications are included within the body of the report.

Legal implications:

There are no legal implications requiring comment.

Appendix 1

5CCN - Level 5 Cost Centre Name	6CCN - Level 6 Cost Centre Name	9CCN - Level 9 Cost Centre Name	Customer/Supplier Name	Total	Staffing Requirement / Technical Support Requirement	Externally Funded	Reason for Expenditure/Project
Capital Economy	Capital Corp Build And Security	Hq Relocation Project	Stephen J Pratten	8,578	Technical Support	No	Project Management Services
	Capital Industrial Sites	Var. Corp Props External Repairs	BISHOPSGATE EMPLOYMENT SERVICES	2,000	Technical Support	No	Project Facilities Services
		Honiton Mini Site Nr3 Retaining Wall	Stephen J Pratten	3,164	Technical Support	No	Project Management Services
	Capital Public Halls Pavilion	Exmouth Pavilion - Refurb & Improvements	Stephen J Pratten	2,434	Technical Support	No	Project Management Services
		Exmouth Pavilion - Refurb & Improvements	PRISM MEASURED SURVEYS	1,235	Technical Support	No	Topographical survey
Capital Environment	Capital Sprts Centres And Pool	Honiton Pool And Changing Room	Stephen J Pratten	311	Technical Support	No	Project Management Services
		Ottery & Broadlyst Lc Roofs	BISHOPSGATE EMPLOYMENT SERVICES	6,890	Technical Support	No	Project Facilities Services
		Var. Led Sites - Sports Halls Floors	BISHOPSGATE EMPLOYMENT SERVICES	4,000	Technical Support	No	Project Facilities Services
		Various Led Sites - Swim Pool Plant Works	Stephen J Pratten	1,082	Technical Support	No	Project Management Services
Capital Street Scene	Capital Beaches And Foreshores	Cliff Works	John Grimes Partnership Ltd	3,760	Technical Support	No	Specialist cliff inspections using skills and training we do not have in house
		Seaton Coast Protect Scheme	BGP COUNCIL	7,565	Technical Support	No	Seaton BMP Assistance
Corporate Services	Corporate Activities	Multi Serv Acty Annual	THE DIVERSE REGENERATION COMPANY CIC	1,320	Technical Support	No	Support and Advice - Welcome Back Fund
		Multi Serv Acty Annual	Devon Association of Local Councils	53	Technical Support	No	DALC assistance re a new parish council
	Ict Services	Devon Shared It Project	TEIGNBRIDGE DISTRICT COUNCIL	8,666	Technical Support	No	Project across Strata to update all IT policies
	Org Development Services	Human Resources	DEVON COUNTY COUNCIL	5,697	Staff Cover	No	HR Operations Project. Services of HR staff bought in from DCC. This was to deal with heavy workload of HR cases. Part of the cost relating to HRA recharged to HRA
		Human Resources	LNRS DATA SERVICES LTD	4,989	Technical Support	No	Xpert Hr Annual Licence Renewal (HR technical support)
		Od&T Communications Team	ANDREW HOPKINS CONSULTING LTD	58,275	Staff Cover	No	Communications Manager staff post is vacant so Andrew Hopkins is providing cover
		Organisational Development	PRICEWATERHOUSECOOPERS LLP	48,500	Technical Support	No	£44,500 = Staff Pay Review Consultancy and £4,000 = Stakeholder meeting attendance x 2 for SMT and Personnel Committee
	Civic Expenses	Cv19 Omicron Hospitality & Leisure Grant	ACS LTD	500	Technical Support	Yes	Creation of policy for Council tax (energy rebate scheme) grant distributions
		Energy Rebate Scheme (Main Scheme)	ACS LTD	1,000	Technical Support	Yes	Creation of NDR TR and NDR RHL Schemes policies for grant distributions & support
		Cv19 Additional Relief Fund (Carf)	ACS LTD	800	Technical Support	Yes	Creation of NDR TR and NDR RHL Schemes policies for grant distributions & support
		Exm Reg - Queen'S Drive	The South West Research Company Ltd	5,600	Technical Support	No	Visitor Survey
		Exm Reg - Queen'S Drive	RMA ENVIRONMENTAL LTD	1,550	Technical Support	No	Provision of FRA
		Rhssf Funding	AVISON YOUNG (UK) LIMITED	30,000	Technical Support	Yes	Axe Valley Study
		Seaton Visitor Centre	Faithful+Gould	8,109	Technical Support	No	Building Defects Consultation
		Seaton Visitor Centre	LAMBERT SMITH HAMPTON	1,600	Technical Support	No	Valuation of Exhibits at Seaton Jurassic
		Seaton Visitor Centre	Stephen J Pratten	19,133	Technical Support	No	Project Management Services
		Seaton Visitor Centre	CRYSTAL JOHNSON	1,372	Technical Support	No	Integration Consultation Proposal
		Seaton Visitor Centre	Onspot Surveys Ltd	1,850	Technical Support	No	CCTV Survey of the existing drainage
		Tourism Strategy	VIEW FROM THE HILL CONSULTING	24,000	Technical Support	No	Development of Tourism Strategy
		Fosseway Court (Fmr Moridunum)	JRC CONSULTING ENGINEERS LTD	1,800	Technical Support	Yes	Engineer to assess safety of Moridunum structure
		Fosseway Court (Fmr Moridunum)	NASH PARTNERSHIP TA EDWARD NASH LLP	4,200	Technical Support	No	Design Brief preparation for marketing documents
		Fosseway Court (Fmr Moridunum)	Kendall Kingscott	8,681	Technical Support	Yes	Regular visits to check for damage to council land and property from neighbouring works
	Property And Estates Services	Asset Management Plan	PHILIP PRICE SURVEYORS LTD	3,000	Technical Support	No	Topographical survey Hayne Lane
		Estates	TORBAY DEVELOPMENT AGENCY	35,773	Technical Support	No	Estates Support Services
		Property Services	BISHOPSGATE EMPLOYMENT SERVICES	959	Technical Support	No	Project facilities services
		Property Services	Stephen J Pratten	4,162	Technical Support	No	Project Management Services
	Building Control	Build Control Fee Earning	SIMON BASTONE ASSOCIATES LTD	356	Technical Support	No	Calculation checking
		Build Control Non Fee Earning	SIMON BASTONE ASSOCIATES LTD	119	Technical Support	No	Calculation checking
	Corporate Buildings	Sidmth Knowle	THOMAS LISTER	2,500	Technical Support	No	Valuation Service for the Knowle Sidmouth
		Blackdown House Hq Honiton	VAIL WILLIAMS	5,249	Technical Support	No	Services for Rating Reduction BDH
Environment Portfolio	Aonb And Countryside	Aonb - Agri Env/Natural Capital	EMMA HERROD	1,776	Technical Support	Yes	farm group/events
		Aonb - Agri Env/Natural Capital	Defra	1,779	Specialist Skill	Yes	Defra project
		Aonb - Defra Core Project Funding	CREEDY ASSOCIATES LTD	987	Technical Support	Yes	farm event
		Aonb - Defra Core Project Funding	DARTMOOR TREE SURGEONS LTD	50	Technical Support	Yes	report
		Aonb - Defra Core Project Funding	DAVID WILKINS	307	Technical Support	Yes	plans
		Aonb - Defra Core Project Funding	D Y DIXON	3,912	Technical Support	Yes	review of ops
		Aonb - Defra Core Project Funding	GECKOELLA LTD	1,109	Technical Support	Yes	nature mapping
		Aonb - Defra Core Project Funding	JENNIFER LAMPERT ASSOCIATES LTD	3,350	Technical Support	Yes	planning advice
		Aonb - Defra Core Project Funding	P L PHIPPS T/A PRESENTATIONS UNLIMITED	4,050	Technical Support	Yes	survey
		Aonb - Defra Core Project Funding	THE SID VALE ASSOCIATION	5,000	Technical Support	Yes	exhibition/event
		Aonb - Defra Core Project Funding	WESTCOUNTRY RIVERS TRUST	990	Technical Support	Yes	report
		Aonb - East Devon Farmers Group	CREEDY ASSOCIATES LTD	500	Technical Support	Yes	Farm Carbon event
		Aonb - East Devon Farmers Group	EMMA HERROD	1,539	Technical Support	Yes	Event
		Aonb - East Devon Farmers Group	FARMING & WILDLIFE ADVISORY GROUP	756	Technical Support	Yes	Event
		Aonb - East Devon Farmers Group	Mr M F Edwards	300	Technical Support	Yes	Hedge workshop
		Aonb Team	SIMON PARDOE	873	Technical Support	Yes	data collection
		Aonb Team	Mr S Pardoe	291	Technical Support	Yes	data collection
		Aonb Team	PHILIPPE PLANEL	200	Technical Support	Yes	event

		Aonb-Nature & Species Recovery/Biodiversity	ECOLOGIC CONSULTANT ECOLOGISTS LLP	1,500	Technical Support	Yes	data analysis
		Aonb-Nature & Species Recovery/Biodiversity	RUTH WORSLEY	2,600	Technical Support	Yes	events
		Aonb-Nature & Species Recovery/Biodiversity	ANDREWS ECOLOGY LTD	1,626	Technical Support	Yes	survey
		Aonb-Nature & Species Recovery/Biodiversity	Graham Jones	50	Technical Support	Yes	expenses
		Aonb-Nature & Species Recovery/Biodiversity	Miss S Butcher	350	Technical Support	Yes	event
		Farming In Protected Landscape	ECOLOGIC CONSULTANT ECOLOGISTS LLP	1,400	Technical Support	Yes	Meadow management advice
		Farming In Protected Landscape	Mrs N J Westlake	600	Technical Support	Yes	LAP meeting & exp
		Farming In Protected Landscape	Nicola Westlake	150	Technical Support	Yes	LAP meeting & exp
		Farming In Protected Landscape	Straight Line Nutrition Ltd	386	Technical Support	Yes	Herbal Lays workshop
		Farming In Protected Landscape	Tamsin Loxley	3,398	Technical Support	Yes	This was for FIPL grant -
		Farming In Protected Landscape	Farming and Wildlife Advisory Group	150	Technical Support	Yes	LAP meeting & exp
		Farming In Protected Landscape	Farming and Wildlife Advisory Group South Wes	761	Technical Support	Yes	LAP meeting & exp
		Farming In Protected Landscape	Farming & Wildlife Advisory Group South West	150	Technical Support	Yes	LAP meeting & exp
		Farming In Protected Landscape	Harvard & Co	350	Technical Support	Yes	LAP meeting & exp
		Farming In Protected Landscape	Mr S Bullingham	360	Technical Support	Yes	LAP meeting & exp
		Farming In Protected Landscape	R J Vincent & Sons	150	Technical Support	Yes	LAP meeting & exp
		Farming In Protected Landscape	The National Trust	304	Technical Support	Yes	LAP meeting & exp
		Countryside Team	TREEHOUSE ARBORICULTURAL	10,977	Technical Support	No	Orbicultural advice
		Aonb - Nature Connectedness/Art	EMMA MOLONY	5,000	Technical Support	Yes	event/design
		Aonb - Access	DOUBLE ELEPHANT PRINT WORKSHOP	1,000	Technical Support	Yes	arts project
		Aonb - Access	EMMA MOLONY	300	Technical Support	Yes	report
		Aonb - Access	ANNA BANESS T/A ROOKE LANDSCAPE SERVICES	5,420	Technical Support	Yes	EDW survey
		Aonb - Access	PLANET & PEOPLE CIC	1,500	Technical Support	Yes	guidance
		Aonb - Access	SENSORY TRUST	4,875	Technical Support	Yes	survey
		Aonb - Access	SIDMOUTH WALKING FESTIVAL 2014	200	Technical Support	Yes	works
		Aonb - Heritage Initiatives	AW and NJ Westlake	150	Technical Support	Yes	FIPL expenses
	Arts Development	Arts Spec Promotions	CLAIRE GULLIVER	500	Technical Support	No	Fundraiser consultancy
		Arts Spec Promotions	FESTIVALS & EVENTS INTERNATIONAL LTD	14,666	Technical Support	No	Cultural Strategy
		Audience Dev Proj - Arts Cncl	CLAIRE GULLIVER	875	Technical Support	Yes	events
		Audience Dev Proj - Arts Cncl	Malcolm Robertson	755	Technical Support	Yes	events
		Audience Dev Proj - Arts Cncl	THE INCLUSION AGENCY CIC	1,700	Technical Support	Yes	events
		Leisure Strategy Development	STRATEGIC LEISURE LTD	9,500	Technical Support	No	report
		Thelma Hulbert Gallery	Malcolm Robertson	1,810	Technical Support	No	events
		Thg - The Creative Cabin	Malcolm Robertson	383	Technical Support	Yes	events
	Car Parks	Car Park Management	ANDREW ENNIS & ASSOCIATES	1,500	Technical Support	No	Completion of draft motorhome policy post retirement - before new service manager in post.
	Climate Change	Climate Change Service Lead	DEVON COUNTY COUNCIL	140	Technical Support	No	Carbon reduction planning
		Climate Change Service Lead	Malcolm Robertson	2,427	Technical Support	No	Tech Support
		Climate Change Service Lead	UNIVERSITY OF EXETER	545	Technical Support	No	Project Work
		Climate Change Service Lead	JENNY JONES	1,335	Technical Support	No	Garden Design
	Public Health	Enviro Protection Team	BUREAU VERITAS UK LIMITED	1,950	Technical Support	No	Completion of Air Quality Annual Status Report due to lack of in-house skills at that time
		Enviro Protection Team	M A VERNON LTD	550	Technical Support	No	Specialist cleaning company for a premises
	Sports Centres And Swim Pools	Led Client Side Costs	STRATEGIC LEISURE LTD	1,800	Technical Support	No	SLL Monitoring
Finance	Financial Services	Accountancy Section	LAVAT CONSULTING LTD t/a PSTAX	2,065	Technical Support	No	Specialist VAT advice
		Accountancy Section	LINK ASSET SERVICES	2,250	Technical Support	No	Specialist Treasury Management advice
	Hsg And Council Tax Admin	Cncl Tax Liab And Recovery	ACS LTD	1,190	Technical Support	No	£440 = Drbog Support 2022 & £750 = Council Tax Premiums Report & Premiums
		Cncl Tax Liab And Recovery	CAPITA BUSINESS SERVICES LTD	11,695	Technical Support	No	£6,500 = Council Tax Boundary Change Consultancy. £470 End Of Year Webinar Council Tax. £4,725 End of Year Support Tokens.
		Hsg Ben Section	ACS LTD	840	Technical Support	No	£440 = DRBOG Support 2022. £400 Council Tax Reduction Consultation Documentation
		Hsg Ben Section	CAPITA BUSINESS SERVICES LTD	940	Technical Support	No	£470 End of Year Benefits Webinar & £470 End of Year Subsidy Webinar
		Nndr	ACS LTD	3,170	Technical Support	No	£220 = DRBOG Support 2022. £1,200 = DRBOGSupport 2023. £400 = NDR DRR RHL Relief 2023. £400 NDR SSB Relief 2023- 26. £400 = NDR DRR Heat Network Relief. £550 = Creation of NDR Discretionary Relief Policy CARF.
		Nndr	CAPITA BUSINESS SERVICES LTD	2,170	Technical Support	No	£420 End of Year Business Rates Webinar & £1,750 Business Rates software changes England TR-SSB 2023
		Revs & Bens Covid 19 Work	ACS LTD	950	Technical Support	Yes	£450 = Creation of Council Tax Support Fund Policy 2023. £500 = Creation of Energy Bills Support Scheme Alternative Funding Policy February 2023
		Revs & Bens Covid 19 Work	CAPITA BUSINESS SERVICES LTD	895	Technical Support	Yes	Council Tax Support Fund 2023 Changes
Strategic Development & P'Ship	Development Management	Development Management	Argus Software (UK) Ltd.	817	Technical Support	No	Specialist software for undertaking development viability appraisals.
		Development Management	BURGESS SALMON	22,000	Technical Support	Yes	Legal work on a Section 106 agreement
		Development Management	CARRINGTON WEST LTD	39,860	Staff Cover	No	Agency cover for vacant planning officer posts
		Development Management	COMENSURA LTD	21,386	Staff Cover	No	Agency cover for vacant planning officer posts
		Development Management	Fiona Fyfe Associates Ltd	21,713	Technical Support	No	Specialist Landscape Consultant
		Development Management	FRANCIS TAYLOR BUILDING	31,690	Technical Support	No	Legal representation at planning inquiry

	Development Management	LAMBERT SMITH HAMPTON	15,463	Technical Support	No	Legal representation at planning inquiry
	Development Management	NO5 BARRISTERS CHAMBERS LIMITED	1,200	Technical Support	No	Legal advice
	Development Management	SARTO THOMAS LTD	111,829	Staff Cover	No	Agency cover for vacant planning officer posts
	Development Management	Terraquest	100,643	Staff Cover	No	External support for validating planning applications due to staff shortages
	Development Management	THE OYSTER PARTNERSHIP LIMITED	79,983	Staff Cover	No	Agency cover for vacant planning officer posts
	Development Management	The Planning Inspectorate	37,456	Technical Support	No	Cranbrook plan examination charges
	Development Management	WSP UK LTD	3,500	Technical Support	No	Specialist advice on costings for viability assessment work on Cranbrook Plan
	Development Management	BATEMAN RURAL ASSOCIATES LTD	548	Technical Support	No	Specialist advice on agricultural development
	Development Management	Park Avenues	17,264	Staff Cover	No	Agency cover for vacant planning officer posts
Growth Point	Clyst Canopy Project	CITY SCIENCE CORPORATION LIMITED	10,524	Technical Support	No	Specialist business analysis for Canopy project
	Clyst Canopy Project	SAVILLS (UK) LIMITED	27,264	Technical Support	No	Clyst Canopy project work technical expertise
	Dog Project Officer	PROJECT COSMIC	500	Technical Support	No	Website design service
	Enterprise Zone	ALDER & ALDER LIMITED	3,150	Technical Support	No	Marketing and communications expertise including marketing brochure for the EZ
	Enterprise Zone	FELIX NORTHOVER PHOTOGRAPHY	1,985	Technical Support	No	Filming & photography services for marketing and communications
	Enterprise Zone	GRW Photography	1,080	Technical Support	No	Filming & photography services for marketing and communications
	Enterprise Zone	LAWTZ DESIGN GROUP	90	Technical Support	No	Signage Design for the EZ
	Habitat Regulations Control	EAST DEVON TREE CARE	1,577	Technical Support	Yes	Tree surveys of car parks on Pebblebed Heaths as part of improvement works.
	Habitat Regulations Control	FOOTPRINT ECOLOGY LTD	410	Technical Support	Yes	South Devon Visitor Surveys 2020
	Habitat Regulations Control	PROJECT COSMIC	1,300	Technical Support	Yes	Website updates
	Habitat Regulations Control	SOMERSET COUNTY COUNCIL	729	Technical Support	Yes	Payment to utilise Highways infrastructure procurement framework with WSP.
	Habitat Regulations Control	WSP UK LTD	35,657	Technical Support	Yes	Project development and management for Pebblebed Heaths Visitor Access Improvements.
	Habitat Regulations Control	SOUTH WEST ARCHAEOLOGY LTD	904	Technical Support	Yes	Archaeological surveys of car parks on Pebblebed Heaths as part of improvement works.
	Habitat Regulations Control	THE WAY DESIGN LTD	8,865	Technical Support	Yes	Interpretation and signage design/manufacturing as part of improvement works.
	Heat Distribution Project	ANTHESIS (UK) LTD	132,856	Technical Support	Yes	Project management services for District Heating project
	Heat Distribution Project	Bevan Brittan	102,533	Technical Support	Yes	Interconnector project delivery consultants and planning
	Heat Distribution Project	DEVON COUNTY COUNCIL	8,454	Technical Support	Yes	Procurement support for project
	Heat Distribution Project	GLOBAL CITY FUTURES	79,625	Technical Support	Yes	Outline business case support
	Heat Distribution Project	WSP UK LTD	75,000	Technical Support	Yes	Monkerton Hill Barton Interconnector consultants and planning
	Heat Distribution Project	CLIFTON EMERY DESIGN	9,730	Technical Support	Yes	Architectural services
	New Growth Point Delivery Team	Bevan Brittan	36,714	Technical Support	Yes	Legal technical services
	New Growth Point Delivery Team	UNIVERSITY OF EXETER	3,270	Technical Support	Yes	Research work into proposals for efficiency utilisation
	Routes For Roots	PHIL COLLINS ASSOCIATES	1,531	Technical Support	Yes	Vision and funding strategy for Clyst Valley region
	Routes For Roots	PORTFOLIO FIVE LTD	500	Technical Support	Yes	Pinhoe heritage map production
	La Business Growth Incentive	EAST DEVON EXCELLENCE	5,000	Technical Support	Yes	Support for Taste of East Devon
	Garden Comtees & Del Vehicles	CBRE LIMITED	129,900	Technical Support	Yes	Consultancy support for Garden Communities site viability assessments
	Hindu Expansions Areas	ANTHESIS (UK) LTD	98,083	Technical Support	Yes	Project management services for Cranbrook Heat Network
	Hindu Expansions Areas	Bevan Brittan	15,998	Technical Support	Yes	Consultancy advice
	Hindu Expansions Areas	DEVON COUNTY COUNCIL	1,148	Technical Support	Yes	ESCO Contractor Support work
	Hindu Expansions Areas	ENERGY GROUP LIMITED	38,833	Technical Support	Yes	Heat Network consultancy Advice
	East Devon Cultural Program	PROJECT COSMIC	5,045	Technical Support	Yes	Arts and Culture East Devon - Website design and development
	East Devon Cultural Program	FIONA PAGE-TURNER	3,150	Technical Support	Yes	ACED Training and Website project
	East Devon Towns Fsbty Work	AVISON YOUNG (UK) LIMITED	1,000	Technical Support	Yes	Market advice on OSM Youth Hub
	East Devon Towns Fsbty Work	COREUS PROJECTS LTD	2,650	Technical Support	Yes	The Station Hub Condition Survey
	East Devon Towns Fsbty Work	WSP UK LTD	17,500	Technical Support	Yes	Honiton Car Parks Development Feasibility
	East Devon Towns Fsbty Work	NASH PARTNERSHIP TA EDWARD NASH LLP	12,355	Technical Support	Yes	Station Hub Ottery St Mary Feasibility Study
Planning Policy	Neighbourhood Planning	DEBORAH MCCANN LTD	3,500	Technical Support	Yes	Independent examination of Kilnington Neighbourhood Development plan
	Planning Policy	BENNETT LEISURE & PLANNING LTD	4,227	Technical Support	No	Specialist skills input for Playing Pitch Strategy production
	Planning Policy	Fiona Fyfe Associates Ltd	10,838	Technical Support	No	Lack of staff time to undertake landscape assessment work to inform local plan production.
	Planning Policy	FOOTPRINT ECOLOGY LTD	2,595	Technical Support	No	Specialist ecological assessment work, given lack of n-house skills/time, to support local plan production.

		Planning Policy	INTELLIGENT PLANS & EXAMINATIONS LTD	5,084	Technical Support	No	Examination of neighbourhood plan. Has to be an external appointment.
		Planning Policy	JBA CONSULTING	17,060	Technical Support	No	Specialist flooding assessment work, noting lack of in-house skills, to support local plan production.
		Planning Policy	ROYAL HASKONING DHV	2,495	Technical Support	No	Specialist water supply/waste water assessment work, noting lack of in-house skills, to support local plan production.
		Planning Policy	UNIVERSITY OF PLYMOUTH	9,009	Technical Support	No	Specialist cliff erosion assessment work, noting lack of in-house skills, to support local plan production.
		Planning Policy	Hardisty Jones Associates Ltd	27,584	Technical Support	No	Specialist economic/employment assessment work, noting lack of in-house skills, to support local plan production.
		Planning Policy	ANDREW ASHCROFT PLANNING LTD	7,457	Technical Support	No	Examination of neighbourhood plan. Has to be an external appointment.
		Planning Policy	IAN KEMP	175	Technical Support	No	Specialist appointment, Programme Officer, to support Inspector in Examination of the Cranbrook Plan.
	Strategic DevmT & P'Ship Mgmt	Town Regeneration Schemes	John Grimes Partnership Ltd	850	Technical Support	No	Civil, Structural, Geotechnical and Environmental Engineering Consultancy providing a Site Survey And Report In Respect Of Jacobs Ladder
		Town Regeneration Schemes	JRC CONSULTING ENGINEERS LTD	675	Technical Support	Yes	Site inspection to check for damage at Seaton Moridunum
		Town Regeneration Schemes	AP Land Surveys Ltd	895	Technical Support	No	Topographical survey of Seaton Moridunum
		Town Regeneration Schemes	Capstick's Solicitors LLP	3,725	Technical Support	No	Advice on Overage clause Drill Hall Sidmouth
Street Scene Portfolio	Amenity Facilities	Norman Lockyer Observatory	Stephen J Pratten	11,195	Technical Support	No	Project Management Services
		Norman Lockyer Observatory	STRUCTUREHAUS LTD	2,870	Technical Support	No	Pre-construction design services up to and including RIBA Stage 4
		Coast Protection	BCP COUNCIL	1,120	Staff Cover	No	Help to progress work whilst team staff levels were low
		Coast Protection	ABCAS (UK) LTD	9,620	Technical Support	No	Cliff inspection access works
		Coast Protection	LEWIS BROWN	725	Technical Support	No	Survey and design work for Budleigh Steamer Steps project
	Street Scene Support Services	Streetscene Operations	RMA ENVIRONMENTAL LTD	990	Technical Support	No	Flood risk assessment The Strand Exmouth
	Beaches & Foreshores	Beaches Foreshores	BRIDGE CIVIL ENGINEERING LTD	5,000	Technical Support	No	Early contractor involvement/design work for Budleigh Steamer Steps Project
	Flood Prevention Revenue	Flood Prevn	BCP COUNCIL	2,296	Staff Cover	No	Help to progress work whilst team staff levels were low
Supervision And Management	Supervision And Mgt General	Hra Supervision And Management	VALUATION OFFICE AGENCY ADMINISTRATION	5,143	Technical Support	No	Asset Valuations of Housing Stock Assets
		Hra Supervision And Management	HOUSING FINANCE SPECIALISTS (HFS) LTD	7,200	Technical Support	No	Business Planning Support
		Hsg Asset & Property Team	CAPITA BUSINESS SERVICES LTD	2,050	Technical Support	No	One Housing Consultancy Days
		Hsg Asset & Property Team	ECHELON CONSULTANCY LTD	114,790	Staff Cover	No	Interim Support
Sustainable Homes & Communitie	Community Lead Housing	Community Led Housing Res Fund	MIDDLEMARCH COMMUNITY LED HOUSING CIC	17,200	Technical Support	Yes	Community Led Housing Support Services
	Housing Task Force	Housing Task Force	SHELTON DEVELOPMENTS LTD	850	Technical Support	No	Appraisal Service x 1 - Shelton Development
		Housing Task Force	SEARCHFLOW LTD	71	Technical Support	No	Water And Drainage Search Fees for Whitebridges
Housing Other	Community Development Work	Community Development Work	SERVICE INSIGHTS LTD	3,440	Technical Support	Yes	Tenant Satisfaction Survey
Grand Total				2,127,983			

Economy Portfolio Holder Report

Scrutiny Committee - December 7th 2023

Introduction

From an Economy Portfolio Holder perspective, a lot has happened since May's elections. Though some work of the Economic Development team is commercially sensitive, there have been a broad range of achievements relating to our District economy and local employment which should be acknowledged. This report provides a summary of some of the main areas of progress made over the last 6 months.

Cllr Matt Hall

Portfolio Holder for Economy

Local Economic Review (LER, Oct 2023)

It has been some time since Local Authority Economy teams have felt confident enough to begin refreshing their baseline assessments from headline economic indicators which have been subject to regular and dramatic change over recent years. However, as local economies emerge from the turbulence of the UK's departure from the EU, pandemic lockdowns and recent sharp increases in supply chain and energy costs, EDDC's Economic Development team have taken the opportunity presented by a period of comparative calm to complete an incredibly important [Local Economic Review \(LER\)](#), capturing the core economic data for the district of East Devon.

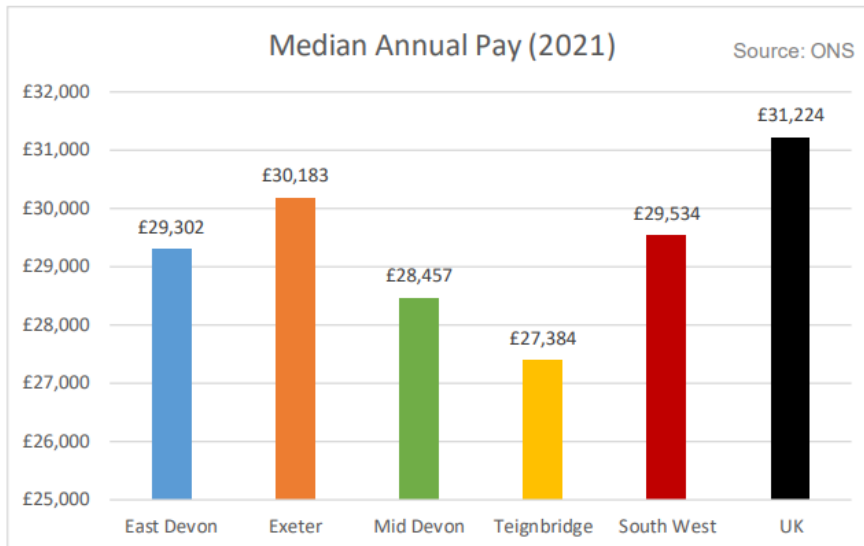
This substantial and detailed LER incorporates the most recent data available and is now being used to guide wider strategic planning and help to inform policy at a local level.

From this work, historical or longitudinal changes can be identified across a range of areas such as our demography, levels of economic activity, local employment, skills, wages, productivity, enterprise data, workspace supply/demand, wellbeing and district level carbon emissions. The comprehensive data provided within the LER ensures that the Council is informed, and so able to act upon, the most reliable, transparent and up to date local economic evidence. This is already being used to inform the emerging Council Plan in identifying local economic and employment priorities, as well as providing baseline evidence for the development of a robust new Economic Development Strategy designed to deliver on our new Council Plan aims.

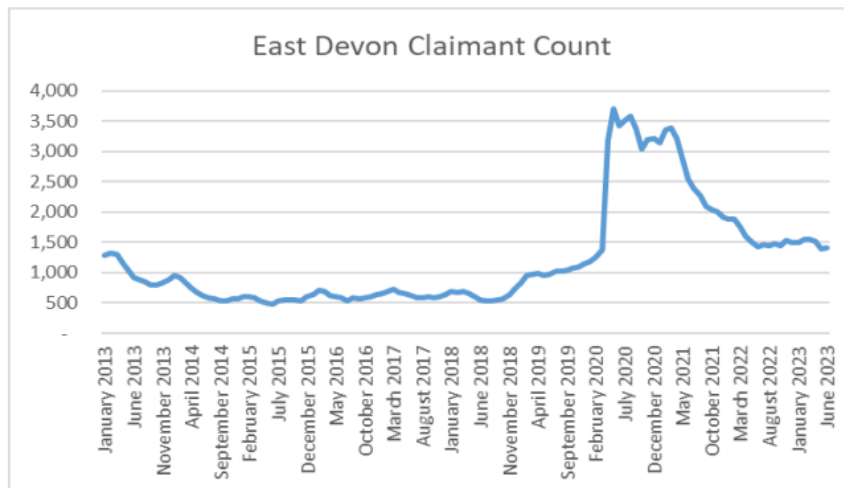
The LER's main findings show four particular clusters of economic change as being most noteworthy in illustrating improved performance, as well as highlighting key challenges to be acknowledged, understood and acted upon. The headline issues are presented as follows along with some key statistics for each theme:

1) Employment and Wages

Despite the loss of so many valuable highly skilled Flybe jobs, average wages in East Devon have increased over the last 10 years to match the regional average (still below nat. average).



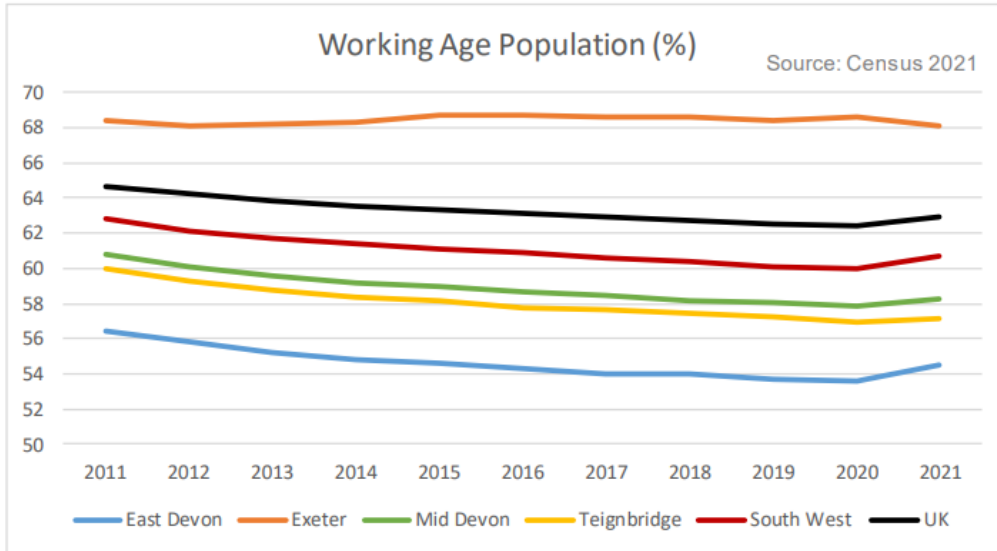
Average productivity rates in East Devon are catching Exeter's but remain below the national average. Despite a low proportion of economically active residents, the district has one of the lowest rates of unemployment, with claimant count figures slightly above pre-pandemic levels.



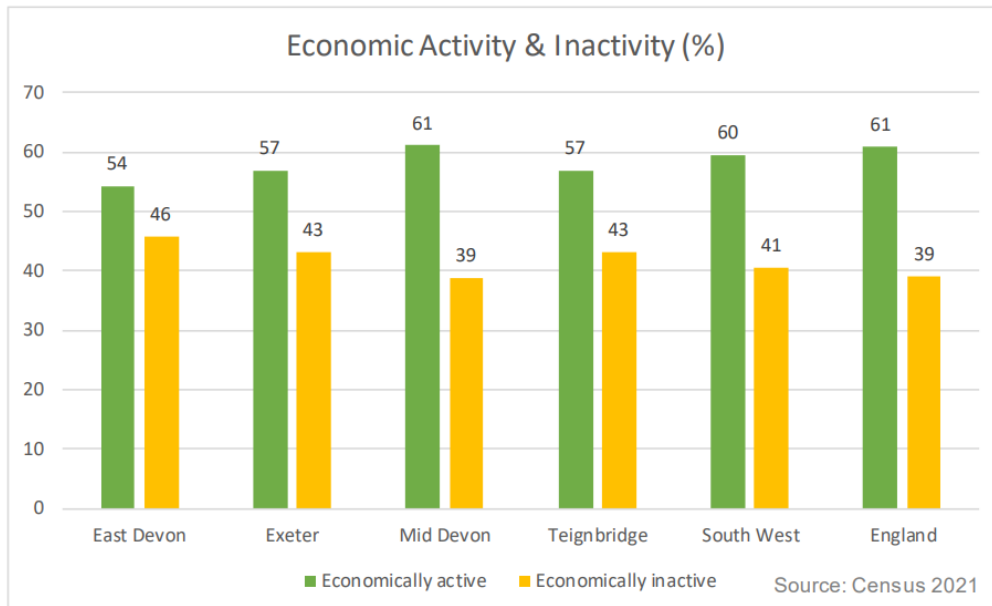
- Our unemployment claimant count is 1,410 residents (1.7% June 2023)
- Our claimant counts are consistently below regional and national averages
- In terms of unemployment, we're 18th lowest of 332 local authorities in England
- East Devon's job density figure is 0.74, lower than 2011 (0.78). Exeter's is 1.23
- We have significantly fewer jobs in district compared to our working age population
- East Devon compares poorly in terms of jobs provision with most surrounding LAs
- Wages in East Devon (resident/workplace) have both increased significantly
- Resident wages now compare well regionally but are below the national average
- Median salaries are higher than Mid Devon & Teignbridge, though lower than Exeter

2) Demographic Challenges

East Devon's working age population is just 54.5%, significantly below neighbouring authority, regional and national levels.

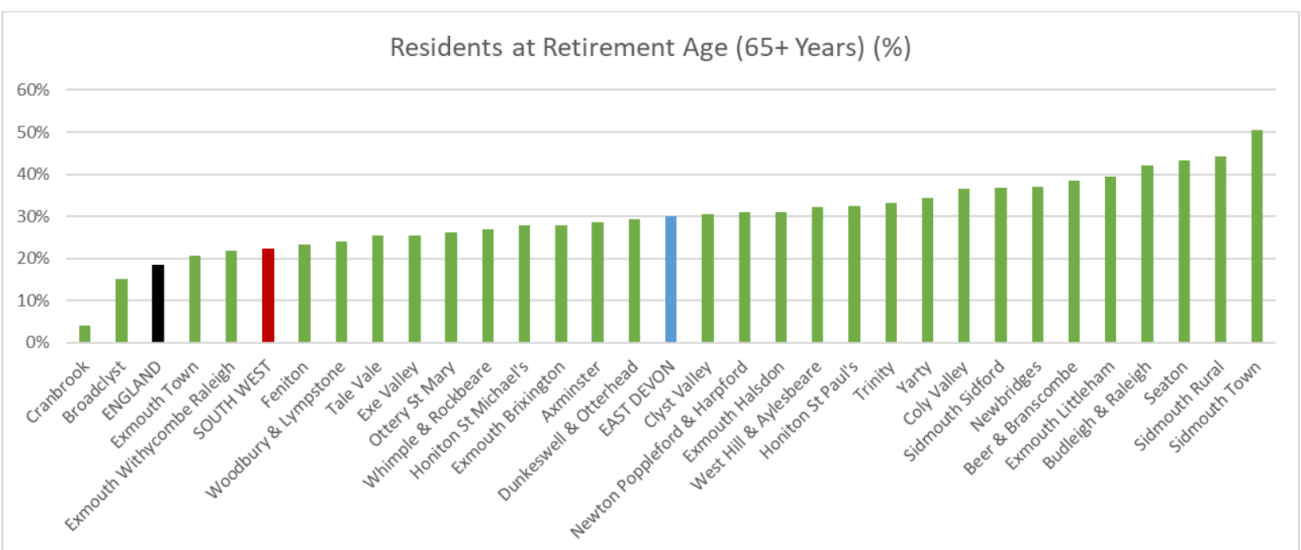
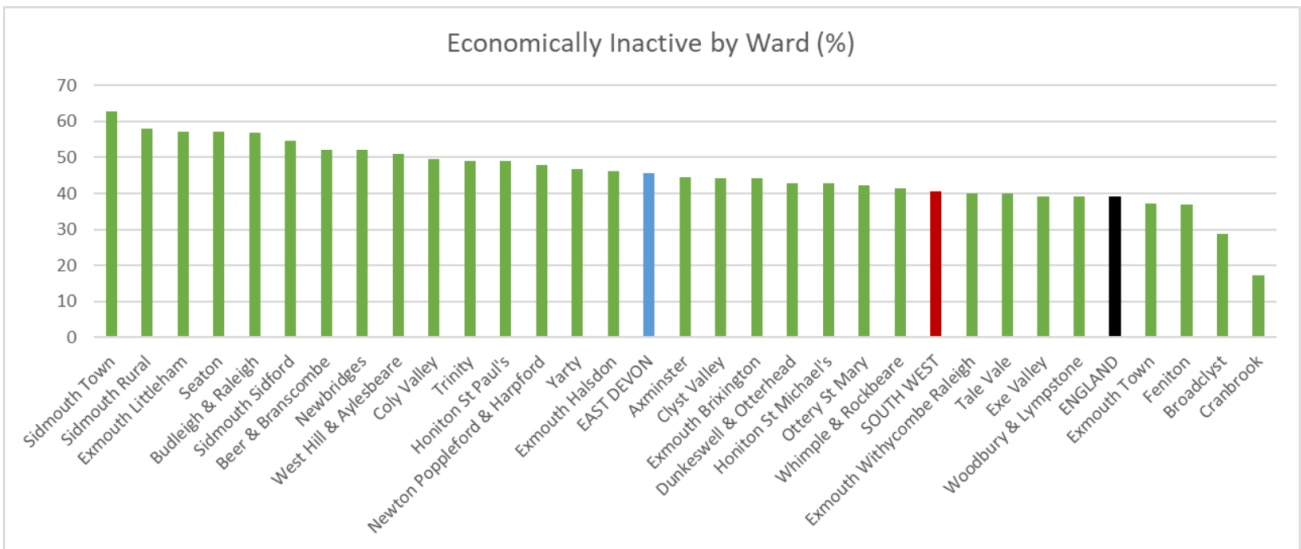


As a district, we have the fourth highest proportion of retirees and the third lowest proportion of working age residents with inevitable consequences in terms of reduced employment, constrained local business growth and reduced economic activity. East Devon also has the lowest proportion of economically active residents and highest number of economically inactive residents compared to the other EHOD geographies (Exeter, Teignbridge and Mid Devon) and the regional and national averages.



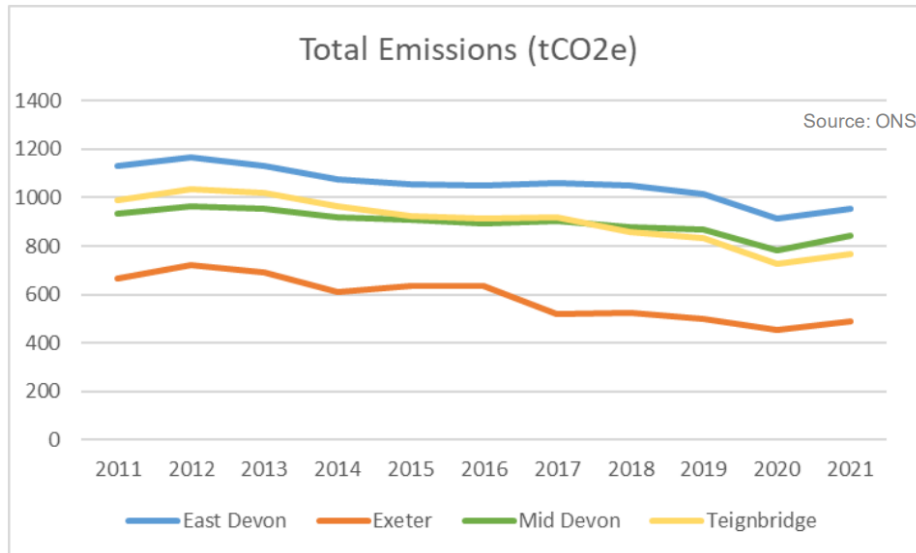
We've huge variance in the age profile of our settlements, with only two of our 30 wards having a retiree population below the national average. Nine of East Devon's wards have populations comprising an absolute majority (above 50%) of economically inactive residents with retirees in Sidmouth Town representing the majority of the population.

- Out of England's 332 local authorities, we've the fourth highest proportion of retirees and the third lowest proportion of working aged residents
- Reduced employment & economic activity, constrained local business growth
- Pronounced variance in population stats across wards
- Retirees in Sidmouth Town make up the majority of the population
- Only two wards (Cranbrook, Broadclyst) have retired % lower than national average
- Acknowledging and addressing our pronounced levels of economic inactivity across the majority of East Devon wards is a fundamental challenge for the Council
- Three quarters of those aged 16+ in East Devon are economically inactive due to retirement
- 9 of our 30 wards have populations comprising a majority of economically inactive residents
- Only 4 of our 30 wards record levels of economic activity higher than the England average



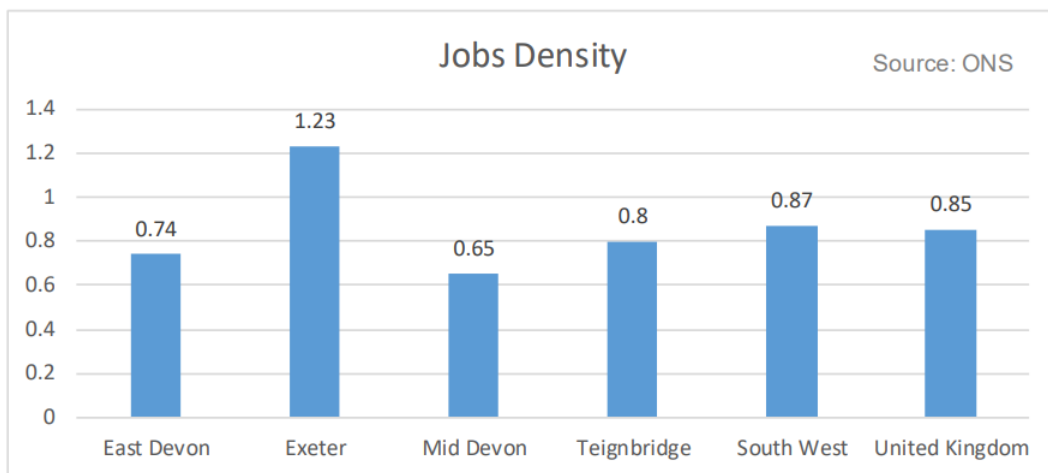
3) Sustainable Communities and Carbon Reduction

Our total carbon emissions have decreased, but remain higher than neighbouring districts, national and regional averages with transport (including commuting) accounting for 31% of our overall emissions.



Our lower local jobs provision undermines settlement sustainability, leads to higher levels of out commuting and higher associated emissions. The amount of carbon emitted in East Devon will need to rapidly decrease in order to reach net zero by 2040.

- East Devon compares poorly regionally and nationally in terms of providing local employment to reduce the need for out-commuting with clear consequences for our carbon emissions and the sustainability of our communities

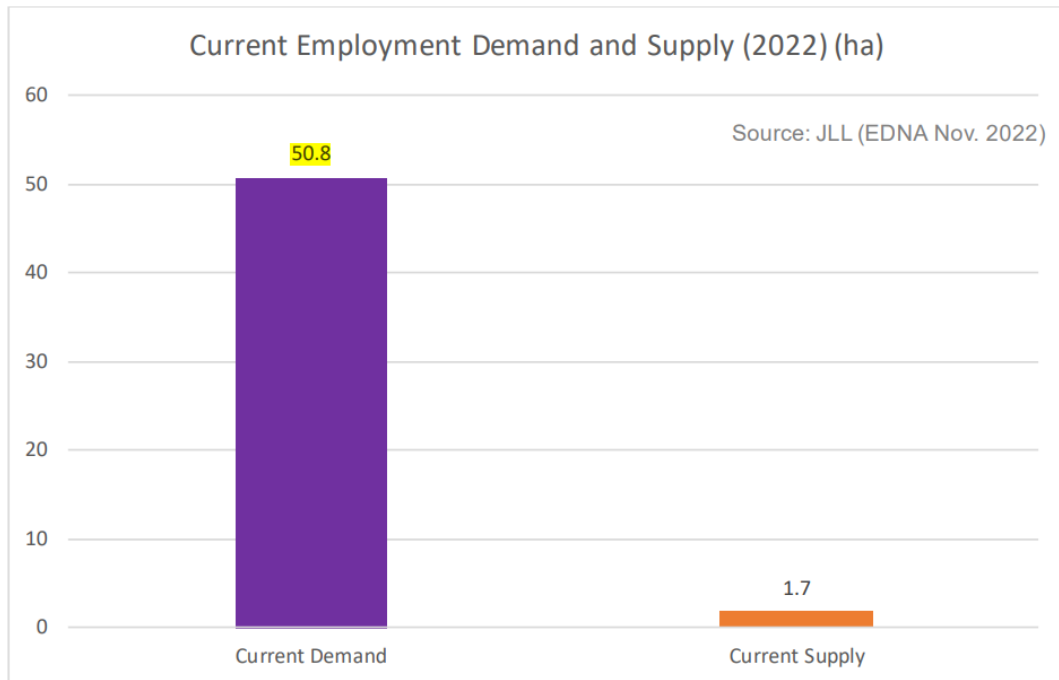


- Carbon per capita has decreased from 8.4 tonnes in 2011 to 6.2 tonnes in 2021
- It remains higher than Exeter, Teignbridge as well as the nat. and regional average
- 52% of East Devon residents are reliant on private vehicles to get to work. Car use is typically higher than the national and regional average for most East Devon wards
- Around a third of our population primarily work from home

4) Workspace Supply and Demand

There is high demand from employers to provide local employment in East Devon, however, the available supply of employment land and premises is critically constrained. This undermines inward investment and means some local employers must relocate in order to grow, contributing to high levels of out commuting for employed residents.

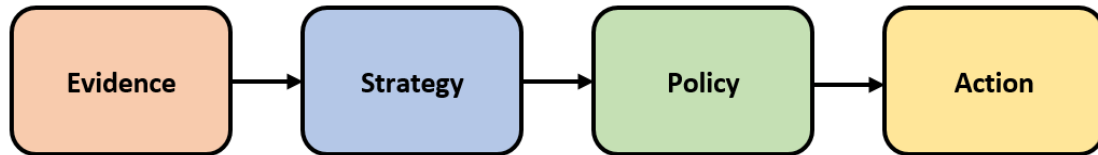
Current unmet employment land/premises demand for East Devon stands at 50.8ha (primarily industrial and logistics towards our West end) whilst available employment land supply currently stands at just 1.7ha.



- Local employers looking to grow and provide valuable additional local jobs can find it difficult to grow on their current site or have specific operational requirements that are difficult to meet on what little available land there is being marketed
- 2/3 of East Devon is AONB, limiting capacity for strategic rural employment
- Many of our communities have high out commuting with insufficient local jobs
- Some main employment allocations have not come forward despite policy support
- Exeter has insufficient employment land allocated to meet its own future demand. Proposals within the current draft of the Exeter Local Plan include mixed-use redevelopment of some major existing employment sites which are important to the wider economy. Significant levels of employment displacement are possible and there is a challenge as to how this can be accommodated, predominantly by East Devon, when we face an acute shortage of available employment to meet our own needs.

Economic Development Strategy – Current Approach & Consultation

In order to directly engage the core challenges highlighted by the Local Economic Review, October [Cabinet](#) endorsed work to begin on the development of a new Economic Development Strategy (EDS) for East Devon. The Economic Development team has now put together a brief for this work, outlining the purpose, timeframe and process of developing a five-year Economic Development Strategy for the district.



The key objectives of our EDS can be simplified as follows:

- To clearly set out a shared economic vision for the district
- To produce a delivery plan with an achievable set of economic outcomes
- To outline how we will prioritise our resources consistent with annual service planning
- To provide a consistent message on our economic priorities, aligned with the Council Plan, to help strengthen future funding bids
- To directly inform the development and help realise the delivery of other key strategic plans such as the emerging Local Plan
- To help identify shared objectives with our regional partners and local stakeholders

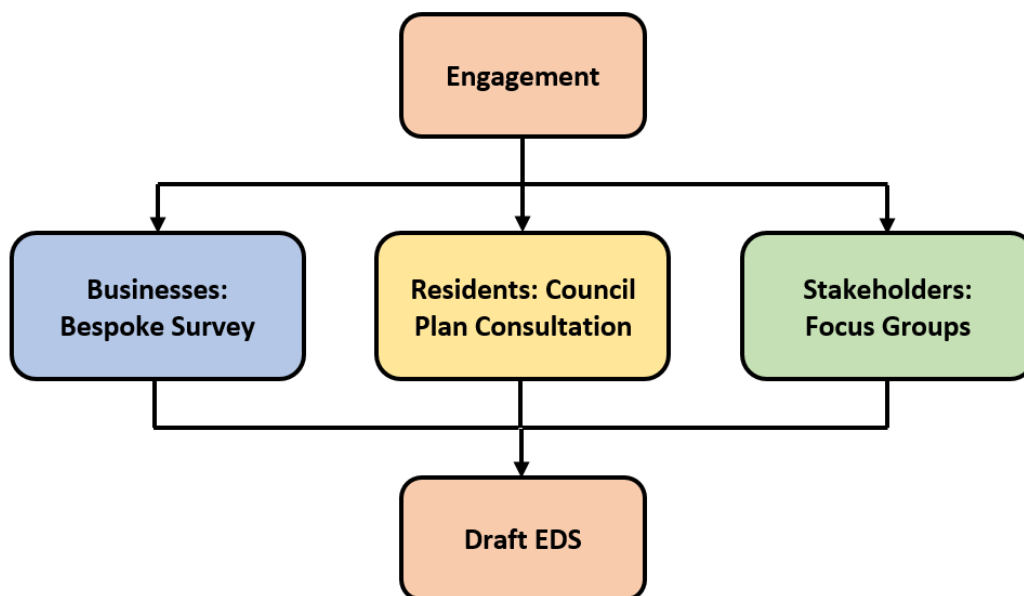
The purpose of the EDS will be to set out the types of economic development we want to catalyse and nurture in the district. This work will be developed in tandem with the emerging Council Plan and Local Plan, allowing for wider corporate alignment with the Council's core strategic priorities. The Strategy will also factor in other strategic documents, such as the Tourism Strategy, Poverty Strategy and Cultural Strategy for example.

The Strategy will detail how we aim to keep track of progress and define what 'success' looks like. We will adapt and refine our approach as we go, alongside an annual update of our Local Economic Review to track the progress of headline indicators against any relevant baselines.

Current thinking is that our EDS will be broken down into various themed policy areas relating to the evidence summarised earlier from the LER. These policies will link to specific actions to be undertaken by the Council. For example, we could introduce a Workspace Policy, the purpose of which would be to outline how the Council will try to address the market failure of employment land delivery. This policy would be focussed on increasing the supply of employment land and premises across the district and to support the retention of existing allocations determined to be deliverable within the next plan period. The Policy would need to be aligned with the relevant strategies and policies of the emerging Local Plan, any updated iterations of the NPPF and the findings of current officer examinations of both our own stalled employment sites and future supply on a sub-regional basis. This Policy approach is just one way in which our Strategy can direct team resource to tackle the local economic issues evidenced in our LER.

So, the aim is to develop a concise, accessible and well-structured Strategy document alongside a policy backed Action Plan for engaging our local challenges in the most effective way. However, having the most reliable and up to date local economic evidence to inform this work is only part of the process. What's equally important is to engage with the local employers, businesses and organisations comprising our district economy to understand their thoughts and experiences of the trends and issues described by the statistics.

To this end, the Economic Development team are undertaking a series of targeted key stakeholder focus groups including businesses (micro, SME and larger employers), representative groups (such as the FSB, NFU, etc) and community-based organisations (including the diverse membership of our UKSPF Local Partnership Group). A bespoke online survey will also be promoted through our business bulletin to capture the views of our wider business community. Furthermore, to ensure that local residents can have their say, we will factor in the results of the Council Plan consultation (resilient economy element) which is currently due to take place in December 2023.



As the development of both the Council Plan and EDS progresses, we will help to ensure that the economic priorities and actions proposed in both documents align with each other. This approach will help to strengthen the corporate 'golden thread' running from the Council Plan to the EDS, the team's Service Plan and finally to individual officer PERs.

A second round of targeted stakeholder consultation will conclude in Feb/Mar. The ambition is for a final draft of the EDS to be presented to Cabinet in May 2024.

Enterprise Zone

In October, Cabinet also received a positive and well received report on the operation and performance of the Exeter and East Devon Enterprise Zone designation including a review of what has been delivered to date since 2017.

Key aspects of successful delivery and spend totalling almost £12m include:

- A new Park & Change facility at Exeter Science Park (£1.1m)
- The Ada Lovelace Building (£660k)
- An enhanced bus service (£450k)
- Land acquisition at Cranbrook Town Centre (£5.117m)
- The enhancement at Long Lane (£4.52m)
- C.400,000 sq. ft of new floorspace has come forward since 2017
- Under development: Cranbrook Town Centre – Morrisons supermarket, parade of shops and nursery and Zeal Hotel at the Science Park
- The Enterprise Zone was also rebranded in September 2023. The vision is to deliver a world-class, low-carbon environment for business success. This recognises the emphasis being placed on achieving clean growth and supporting the transition to a low carbon economy

The Enterprise Zone remains a powerful, long-term designation and solid progress is being made across the four sites which is ultimately helping to bring forward a wide range of new employment opportunities.

The report highlighted that a prudent approach has been taken in relation to retained business rate income and that headroom exists to support further strategic investment.

UK Shared Prosperity Fund (UKSPF) & Rural England Prosperity Fund (REPF)

The UKSPF is intended to support the wider commitment to level up all parts of the UK by delivering on each of the levelling up objectives:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging
- Spread opportunities and improve public services, especially in those places where they are weakest
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost
- Empower local leaders and communities, especially in those places lacking local agency

Following DLUHC's approval of [East Devon's UKSPF Investment Plan](#), the Council's allocation of £1,796,363 was confirmed and both Y1, and subsequently Y2 funds released to enable project delivery to commence (albeit after some delay).

In addition to the UKSPF, the Rural England Prosperity Fund was announced by DEFRA, building upon and complimenting the SPF prospectus. The Economic Development team successfully developed and submitted the required [addendum](#) to our SPF Investment Plan, securing a further £854,298 of additional capital funding for the benefit of rural areas over the next two years to March 2025. We have aligned this REPF capital grant provision to strengthen and complement SPF project delivery in order to;

- support 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
- support new and improved community infrastructure, providing essential community services and assets for local people and businesses to benefit the local economy

The following active projects are now being actively delivered under the two relevant SPF themes for Years 1 and 2 (A further 3 x People & Skills theme projects will come online from April 2024):

- **Communities and Place:**

Action on Poverty Fund - Grants to support community-led ideas and initiatives to help reduce poverty. UKSPF funding will allow us to extend this (currently council-funded) scheme into 2023/24 and 2024/25.

Active Travel Fund - Funding to develop additional cycleways to increase active travel take-up. This work will be funded in 2024/25.

East Devon Council for Voluntary Service - Funding to establish a new East Devon CVS to provide support for our voluntary, community and social enterprise (VCSE) sector. This provision will be funded for the duration of the three-year UKSPF funding period.

East Devon Culture Programme - Funding to deliver the [Cultural Strategy](#), including training for local cultural groups and creative workshops for all ages. This provision will be funded for the duration of the three-year UKSPF funding period.

East Devon Leisure Programme - Funding to deliver the Leisure Strategy, including funding to increase take-up of existing local leisure providers. This provision will be funded for the duration of the three-year UKSPF funding period.

Rural Culture and Leisure Fund - Grant funding for rural East Devon community organisations to decarbonise their buildings. This provision will be funded for the duration of the two year REPF funding period through the [Culture, Leisure and Tourism Fund](#).

- **Supporting Local Business:**

Business Support Programme - Funding to provide the [Prosper](#) programme of general business support services, with specialist support for start-ups, net zero and agri-tech. This provision will be funded for the duration of the three-year UKSPF funding period.

East Devon Towns Feasibility Work - Funding to identify regeneration and development opportunities within our towns. This work will be funded for the duration of the three-year UKSPF funding period.

Net Zero Innovation Fund - Grant funding for East Devon businesses with a strong Net Zero focus or looking to reduce the carbon footprint of their operation. This provision will be funded for the duration of the three year UKSPF funding period through the [Innovation and Resilience Fund](#).

Rural Innovation Fund - Grant funding for rural East Devon businesses to increase productivity and create jobs. This provision will be funded for the duration of the two year REPF funding period through the [Innovation and Resilience Fund](#).

Sustainable Tourism Fund - Funding to deliver the Tourism Strategy, including funding for the [East Devon Tourism Network](#). This provision will be funded for the duration of the three-year UKSPF funding period.

UKSPF Evaluation Strategy

Through the appointment of a new Economy Projects Assistant (EPA) role in May, the Economic Development team are now far better placed to effectively monitor UKSPF project delivery progress against our Investment Plan outputs and outcomes. This is essential since we submit separate monitoring and evaluation reports to the Department of Levelling up, Housing and Communities every four and six months.

Our EPA has recently developed an [Evaluation Strategy](#) for our UKSPF and REPF projects which was subsequently endorsed by our SPF member Panel. This confirms that each project will have a detailed evaluation conducted yearly to ensure delivery is efficient, effective, and delivering value for money. Thorough evaluation of our projects reflects our commitment to accountability, responsible use of public money and continual improvement of the services we provide.

Key achievements to date through our successful UKSPF delivery in 2023:

- Development of a [Council for Voluntary Service for East Devon](#) which will provide support and strengthen the voluntary and community sector.
- Development of the Arts and Culture East Devon (ACED) network and [ACED website](#) which provides a central platform to engage, promote, and talk about arts and culture in the region.
- Delivery of training courses to the [ACED Network](#), including carbon literacy, funding, and marketing training.
- Establishment of the [East Devon Tourism Network](#) to enable tourism businesses get closer to net zero, improve their accessibility, raise the quality of their product and service and work collaboratively with other tourism businesses and partners.
- The [Creative Cabin](#) has been on the road visiting schools and community groups to engage young people in arts projects with environmental themes. Three workshops out of fifteen have already been delivered with over 100 attendees.
- The [Innovation and Resilience Fund](#) Round 2 has awarded over £150,000 to local businesses to decarbonise, improve productivity, and create high value employment. The full list of recipients and their projects can be found on [our IRF webpages](#).
- The launch of the [Prosper](#) programme of free business support to East Devon businesses, with specialist support for start-ups and businesses seeking to decarbonise. To complement this work, our EPA has also compiled and [published](#) a list of freely available resources to help Micro, Small and Medium Enterprises (SMEs) on their journey to Net Zero alongside an [online survey](#) to gauge the support need.
- [The Culture, Leisure, and Tourism Fund has awarded over £180,000](#) to community organisations looking to decarbonise and to tourism businesses either seeking funding

to reduce their carbon footprint or improve their accessibility above statutory requirements.

As of the end of September 2023, EDDC has spent 100% of its Year 1 (2022/23) allocation and 56% of its Year 2 (2023/24) allocation. For REPF, East Devon has now spent 100% of its Year 2 allocation via the [Innovation and Resilience Fund](#) (Round 2) and [Culture, Leisure and Tourism Fund](#). We expect to receive our Year 3 (2024/25) allocation in Spring 2024.

Axminster's Inaugural Gate to Plate Event

On the 7th October Axminster hosted over 65 food and drink producers alongside a varied entertainment programme at the inaugural Axminster Gate to Plate festival. Initiated and funded by our Economic Development team and delivered by award-winning organisers, eat:Festivals, the festival aimed to bring footfall back into the town centre, showcase the local businesses and introduce visitors to micro and small food and drink producers from the surrounding area. Over 7,000 people attended over the course of the day and plans are firming up for the event to return to Axminster on Monday 27 May 2024.

Having established Honiton Gate to Plate in 2018, our Economic Development team supported Honiton Town Council in taking the festival on with eat:Festivals as part of its annual programme of events. This has now become a hugely popular annual celebration in the town with thousands of visitors flocking to the event again earlier this year on the 19th August. The team will be working with Axminster Town Council to support similarly successful outcomes.

Our team are also now approaching other East Devon towns with a view to rolling the brand out further such that East Devon town centre retail is supported, and the district continues to be heralded by visitors as host to the highest quality local food and drink produce.

Innovation and Resilience Fund (IRF1) Case Studies:

In dedicating just over £1m of Additional Restriction Grant (ARG) capital along with £1m of its own funds, EDDC ensured delivery of the [Innovation and Resilience Fund](#) to support post-pandemic local economic recovery.

51 successful applicants received £2,082,918 of grants with a further £2.1m in volunteered match-funding being unlocked.

We can now proudly report that an important milestone has been reached. As of November 2023, more than half of the 51 projects in receipt of IRF1 grants have now been successfully completed, with more crossing that all-important finish line each week.

The success of this IRF scheme in providing a major boost to the East Devon economy has helped to set the standard in how to future-proof the economy at a local level. Here are just a few examples of these successfully delivered projects:

1) Cosmic Studio 15



Business name and size: Cosmic, a social enterprise delivering digital skills and services, employing 48 staff

Funding awarded: £ 42,475 to develop a dedicated studio-style space at East Devon Business Centre, equipped to produce high quality online video content and virtual learning experiences.

Project outline:

Cosmic utilised the funding from the IRF programme to set-up and mobilise its own multi-media studio space at the East Devon Business Centre in Honiton. The new equipment purchased from the funding included a range of video, audio and high-end processing devices as well as state-of-the-art VR headsets. Alongside the equipment the fund also provided essential upskilling for staff being deployed in the new studio with video-editing, podcasting and VR content development. The outcome of the project is a new set of digital services being delivered to benefit SMEs, charities and organizations across the local area.

The challenge:

In the aftermath of the pandemic it was evident to us that local businesses and organisations rapidly needed to develop new and innovative ways to promote services and products and to compete online in an increasingly global marketplace. The ability to offer multi-media services and support with the latest digital technologies and the support needed meant that SMEs and organisations can access these services locally and affordably. Cosmic has an ongoing commitment as part of our social impact to ensure that digital transformation and digital inclusion is achieved at all levels of the local community and economy – for individuals that means enhancing their employment opportunities through digital skills, and for local businesses this means improving their services, products and market position through digital transformation. Our new Studio 15 set-up has brought a new era and capability in our digital services and support.

The solution:

Cosmic Studio 15 is now available to support organisations, either by them coming along to East Devon Business Centre and working with us on their digital content development and training needs, or by us taking equipment out to their business premises and providing them the enhanced capabilities this way. Newly skilled staff members are able to assist businesses and individuals to navigate newer digital technologies in order to maximise the impact and success which can be achieved.

The impact (key achievements):

Cosmic Studio 15 provides a set of resources which will boost our own income in the coming years as part of our own business development, as well as continuing to support the local organisations in their own digital developments. The legacy of this set-up will be a host of businesses, charities and organisations (as well as the individuals) with new digital capabilities, skills, content and systems – all of which adding up to a major boost to the economic and social impact achieved.

How is the new approach being sustained:

We intend to keep the technologies in Studio 15 updated as far as possible within our own future budgeting processes, and at the same time bid for further enhancement and replacement as time goes by. We can also envisage a time in the years ahead where being able to replicate this model in other business hubs and resource centres will prove highly beneficial across a wider geographic area, and so we are exploring ways in which we might support other social enterprises and organization to maximise their own plans. This potentially could be achieved on a consultancy basis adding to Cosmic's own sustainable business model.

Quote:

Julie Hawker, MBE, Joint CEO at Cosmic, said: "The EDDC IRF Fund proved fundamental in enhancing the ways in which Cosmic has been able to develop its own digital technologies and resources in a way which is directly benefiting other local businesses, charities and individuals. The ability to bring the latest digital technologies to support and motivate people in our local economy sits at the very heart of Cosmic's work and the IRF Fund came at a golden moment to boost that opportunity"

Website: www.cosmic.org.uk

2) Waffle Live



Business name and size: The Community Waffle House CIC (Waffle) 35 staff, two sites, 40 volunteers.

Funding awarded: £2,683 to create a community-centred, alcohol free music hub in the centre of Axminster.

Project outline:

The Waffle Live project has an aim to make quality music available to the whole community. This sits within our wider mission as an organisation to gather the hardest to reach in our community with opportunities and skills to socialise. Waffle Live is a weekly program of free music events that take place within a safe, alcohol-free, community setting.

The challenge: To many, alcohol consumption is widely synonymous with live music consumption. Our challenge was to create a high-quality, grown-up venue for music which was also a 'dry' venue.

The solution: To achieve this we firstly focused on the music; making sure that our equipment and sound tech was of the highest quality and then bringing in some brilliant and eclectic bands and performers. We also brought in some really good Alcohol Free drinks and concentrated our efforts on creating a community within the space by maximising the opportunities for people to engage with others.

The impact (key achievements): the ongoing legacy of this project is that it has enabled us to diversify our business model. By extending our 'family feel' atmosphere into the evenings, we have developed a model for evening entertainment which has brought in a whole new revenue stream. We have then been able to take this learning and infrastructure and apply it to other evenings in the week to enhance our games and book events.

How is the new approach being sustained: This grant gave us the springboard to apply for an Arts Council England grant for which we have re-applied this year. Many of the core and capital elements of the funding have now been integrated into the business plan for Waffle which means that they can be sustained as part of the business. We are exploring how to continue to offer free music whilst also paying quality artists fairly.

Quote:

Matt Smith, Director of Waffle House, said: "As a project Waffle Live has paved the way for us to operate in the evenings, meaning that we can reach a whole new section of our community. It has shown us just what music can achieve in tackling loneliness when it is driven by community and resourced properly."

Video: [Waffle Live | Waffle](#)

Website: www.waffle.org.uk

3) Project Impact: A Project Specific Carbon Calculator

Business name: Blue Marble Environmental Partnerships Ltd.

Funding awarded: £50K to automate the collection and processing of carbon accounting data through the development of the Blue Marble platform.

Project outline:

Project Impact is a platform that enables companies to measure the carbon footprint of a project. The platform is based on a 'bottom up' approach ensuring accuracy and giving a very valuable insight as to where the impact within a project lies and how this can be reduced. The platform can be modified to almost any kind of project, from the laying of a road surface to the hosting of a music event. Blue Marble qualify the results and ensure compliance for the client's Net Zero strategy.

The challenge:

Currently, calculating the scope and indirect impacts of a business tends to be a lengthy exercise involving a lot of manual calculation. This results in cost and time, commodities not necessarily reserved for compliance type activities. At Blue Marble we have been engaged on many project carbon calculations from an advisory perspective, so saw the need to digitalise our service and make it more accessible. The main challenge was to make this user friendly and accurate.

The solution:

The solution was the development of a platform, developed on our (Blue Marble) own operating system utilising the relevant global standards for Net Zero reporting. As all projects are different, the platform has the ability to read a large range of CSV files specific to the details of that project. The platform is modified to each client in order for the platform to extract the detail from their own project records.

The impact (key achievements):

The platform is in use with a number of high profile clients and we are extremely pleased to see that it is providing meaningful data, which is enabling very impressive results when it comes to Carbon Reduction.

How is the new approach being sustained:

We plan to keep investing in the platform to develop its capability and make it accessible to a wider range of businesses.

Quote:

Henry Waite, MD of Blue Marble, said: 'We are very pleased to see meaningful carbon reduction initiatives and actions being taken off the back of using this platform. We are helping with substantial reductions of carbon impacts within the 'harder to reach' parts of a business activities. We are motivated to keep driving the capabilities and widening the application, ultimately helping with the urgent global Net Zero agenda'.

Website www.blue-marble.co.uk

4) Factory growth and expansion of technical advancement for sewing

Business name and size: Fortis Clothing Ltd, £800k turnover

Funding awarded: £12,462 to purchase new machinery for the factory to enable us to increase our manufacturing output.

Project outline:

The project was aimed at giving existing staff members and new staff members training on new advanced machines to help our sewing output become better, faster and of better quality. We wanted to employ more locals to help us grow but needed the machinery to do this.

The challenge: The idea was perfect, but to remove such cash flow from the business can be very challenging and so this project came up, it ticked every box for us and what we wanted to achieve. So this challenge could be overcome with machinery and training but the funds were our main obstacle as we grow each year support like this is needed.

The solution: The machines, we needed the advanced machines to take the next step to the factory becoming more efficient, larger and have more skilled workers operating them.

The impact (key achievements): The impact was immense, just to afford the machines without disturbing cash flow made a huge difference to the factory we are now nearly 20% more efficient and larger in output, which allows us to take more orders. This has opened the next door to future growth and we are very grateful for this project as I believe we are 2 years ahead of plans and growing with a more advanced factory and team.

How is the new approach being sustained: We have more machine space to be used, we have more skilled staff trained through the project funds to help and train the next working staff members. It has been a great success for the future of our company and we are very grateful.

Quote:

Oliver Massy-Birch, Fortis® Clothing Director, said: 'Investment in companies like us is the key to the future of employment, thriving economy and growth of economic success. Our plan is to become one of the best factories in Europe, for skill, quality and working conditions. We will not stop until this is achieved'.

5) Castlewood Vineyards: creating a fully in-house winery



Business name and size: Castlewood Vineyards Ltd., turnover £200K

Funding awarded: £40K to purchase the equipment needed to press own grapes and provide a service for neighbouring smaller scale vineyards.

Project outline:

Installing a grape press allowed our winery to be fully in house. The equipment featured gyro pallet, neck freezer and disgorging line for sparkling wines.

The challenge: As a small scale vineyard a few tasks during the winemaking process were outsourced as the business couldn't support the capital investment required to purchase industrial scale equipment. Through IRF support, the relevant equipment could be purchased not only to facilitate our own production but also offer services for neighbouring drinks producers.

The challenge of a running a small business and working with a natural product is the ability to balance the correct labour units throughout the year. Certain periods are busier than others so by offering contract disgorging facilities and grape pressing it keeps labour units more uniform throughout the different seasons. Furthermore when your production is outsourced, not only is it costly but you also lose control of your production and deadlines.

The solution:

The challenge was addressed by purchasing the correct equipment for the size of the existing business plus further expansion and contract services. There had already been some investment in a building, this was planned so that the new equipment had a home immediately and could commence with contract services ready for Christmas sales.

The impact (key achievements):

The impact of the project thus far has generated approx. 20% more turnover to the business. Increased our wage bill by approximately 20% and provided more flexibility for employees in terms of regular work as opposed to more seasonal. We are now contract disgorging more of our customers' wine than our own. Last year we purchased grapes from neighbouring smaller vineyards as they usually have to send their grapes away to be processed. This is the first time we could offer this as previously we outsourced our pressing.

How is the new approach being sustained:

The investment is self-sustaining as it thrives on the success of our English wines and the sales of our neighbouring vineyards too. I was always concerned after the pandemic that the sales luxury products like our sparkling wine may decrease. Therefore becoming a contracting business would add another revenue stream. So far sales aren't decreasing and our service industry is growing too.

Quote:

Rob Corbett, Castlewood Vineyards owner, said: 'IRF funding gave our small scale winery the support we needed at a crucial period in our development. Our growth was being hindered by outsourcing certain aspects of production. Now everything is fully in-house we can not only respond quickly to our own demand but also offer services to other small scale drinks wineries experiencing the same challenges'.

AND

'I'd like to say a huge thank you to the amazing team that delivered the IRF funding. The turnaround and execution of this funding was so helpful enabling us to make use of our equipment in order to deliver contract customers their products in time for Christmas. The flexibility and transparency of the whole process made the application process very comprehensive to navigate. The ability to purchase second hand equipment also made this project viable for us - brand new would have not been affordable. Help from the IRF East Devon team was readily available leading to no delays and frustration which you often find with grant funding. Thank you!'

Website link www.castlewoodvineyard.co.uk

Conclusion

This report has highlighted the value of the work being delivered by EDDC in support of our district economy and in facilitating higher value local employment.

The value of our continued engagement with the local businesses and employers comprising our economy is clear. On the afternoon of Thursday 23rd November, I was part of the first two stakeholder consultation meetings to inform our new EDDC Economic Development Strategy (EDS). We heard from local businesses large and small and were able to consider the views of a diverse group of representative organisations from a broad cross section of our economy as to what they saw as our key challenges, opportunities and priority issues.

As EDDC moves forward with its new Local Plan it is important for the economic sustainability of our district that these views, needs and experiences are listened to and acknowledged, both in the development of our new Local Plan and Economic Development Strategy, but also in our ongoing work programmes.

The Growth, Development & Prosperity team perform a valued and much needed service which benefits not just the Council but also the businesses, residents and tourists of East Devon.

This is just a snapshot of the work that we do and we thank the Chairman of Scrutiny for allowing us to bring this update to you all.

07th December 2023

Report to: **Scrutiny Committee**

Date of Meeting 7th December 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A



Quarterly monitoring of performance – 2nd quarter report

Report summary:

This report provides information and progress against our performance indicators and an update on the review of our performance framework

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

It is recommended that member consider performance against delivery of our key performance indicators as provided for the 2nd quarter of 2023/24. Also, that members consider the progress of the performance framework review being developed.

Reason for recommendation:

So that Members can gain a clear view of progress against what we said we would deliver in our service plans and deal with performance issues arising and can feed into the development of the performance framework.

Officer: Joanne Avery, Management Information Officer – javery@eastdevon.gov.uk

Portfolio(s) (check which apply):

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

Equalities impact Low Impact

Climate change Low Impact

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

Links to background information

Link to [Council Plan](#)

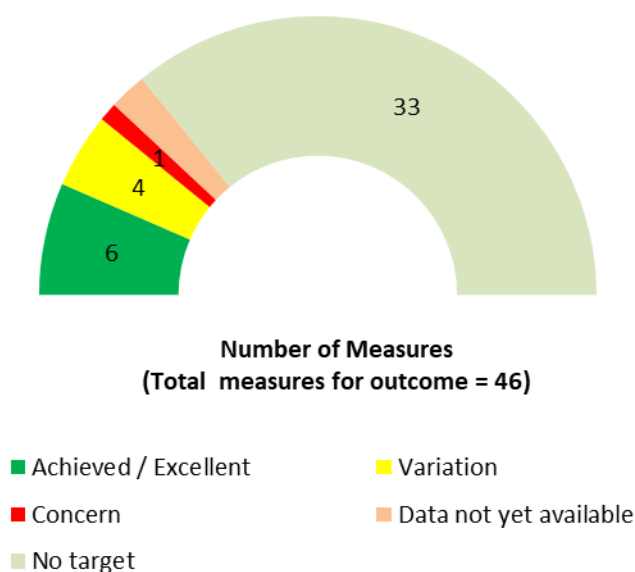
Priorities (check which apply)

- Better homes and communities for all
- A greener East Devon
- A resilient economy

Report in full

Current performance update

The current corporate performance indicators are provided at [appendix A](#). We have one indicator that is showing as concern and four which are showing as variation. The rest are on track or have no target at present.



Performance indicator showing as concern - Percentage of Stage 2 complaints responded to within stated timeframes. Update, there are ongoing issues with the housing service in terms of complaint numbers and we are working with them to ensure that good quality, detailed feedback being is provided to the complaints team during their investigations.

Performance framework review

Following a workshop reviewing organisational performance with the Senior Leadership Team (SLT) on the 1st November in which our overall performance framework and corporate performance indicators were discussed the following set of recommendations were agreed.

General recommendations to be progressed.

- To research a new performance management system to replace SPAR.Net
- Improve our benchmarking against other authorities on our performance.
- Reinstate an annual report.
- Improve SLT monitoring of service and council objectives.
- Quarterly report on strategic objectives should be made to Cabinet.
- Service plans will be better peer reviewed by the SLT before submission.
- There should be more consistency in the reporting from central services so that all services have access to the same data about their service.

The workshop also looked at the current corporate performance indicators and suggestions for improving what is measured were made. Services were tasked to ensure that as part of their service planning that they would consider and include new indicators that better measure corporate performance. Some suggested areas for services to focus on were discussed and are included in the table below for information.

Finance	Budget health, invoice, payments, better tacking data, more consistence, collection rates Income monitoring – rental (commercial income) void and unpaid, capital receipts , compliance (income maximisation, external funding, vfm, sundry debt collection performance and arrears. Treasury management
HR / Staff	Turnover, sickness, vacancies, training
Health and safety	Risk register, training, compliance across services
Customers	Demand, first point of contact, call drop off, complaints, satisfaction, dealing with enquiries, face to face appointments, end to end demand, proactive comms and online vs phone, in person
Governance	FOI's, committee performance, - attendance, time taken and cancellations
Key service measures	Statutory, locally agreed (important to us and our customers)
Economy	Wages, business rates Numbers of working age inactive Procurement Oflog
Benchmarking / performance comparisons	Oflog LGA Data Hub Council Tax / Business rates collection rates, arrears and cost of collection Housing benefit processing
Council Plan	To be discussed at workshop three on the 9 th Jan
Strata	Legislative, improvement, maintenance
Projects	Sustainability, outcomes
Digital and CS strategy	Outcomes

There is also work ongoing with the new council plan and how performance against this is going to be measured. At the council plan workshop in the 9th Jan to which all members have been invited ideas for measuring performance against the plan will be presented.

The service plans including suggestions for performance indicators will be presented at the joint budget meeting of the Scrutiny and Overview Committees, Scrutiny Committee - Thursday, 11th January, 2024. We will then bring the suggested performance indicators to this committee for oversight.

Financial implications:

There are no direct financial implications

Legal implications:

No legal comments are required

Scrutiny Committee Forward Plan 2023/24
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Work for scoping and/or allocation to the Forward Plan

Proposed date	Topic
11 January 2024	Joint Scrutiny and Overview budget meeting (9:00am – 5:00pm)
1 February 2024	Meeting with South West Water to discuss current issues and actions taken
1 February 2024	Interim update on progress with S.106 and CIL Resources and Processes
7 March 2024	Portfolio Holder report on Finance and Assets
7 March 2024	Portfolio Holder report on Sustainable Homes & Communities
7 March 2024	Report on car parks review (following consideration by Cabinet)
4 April 2024	Report on future direction regarding grass cutting and re-naturing (Portfolio Holder Coast, Country and Environment) (agreed at October 2023 meeting)
4 April 2024	Portfolio Holder report on Strategic Planning
4 April 2024	Portfolio Holder report on Climate Action and Emergency Response
June 2024	Portfolio Holder report on Coast Country and Environment
June 2024	Portfolio Holder report on Council and Corporate Co-ordination
July 2024	Portfolio Holder report on Culture Leisure Sport & Tourism
Late summer 2024	Report on progress with S.106 and CIL Resources and Processes
Dates to be confirmed	
TBC	Proposal from Mid Devon DC Scrutiny Committee regarding a joint review into the planning controls and regulatory requirements associated with the bio-energy industry within Devon, in particular anaerobic digesters. Note: no response was received from MDDC with regard to their proposal; this to be followed up again and detailed scoping required

TBC	Review of effectiveness of Blackdown House in terms of fit for purpose for both employees and Members – proposal form from Councillors and scoping required
TBC	Devon County Council's flood event report
Correspondence regarding Scrutiny Committee topics	
Date received	Details