



**Agenda for Joint meeting of Scrutiny Committee
and Overview Committee
Tuesday, 10th December, 2024, 5.30 pm**

Members of Scrutiny Committee

Councillors: I Barlow, K Bloxham, J Brown, M Chapman,
O Davey, M Goodman (Chair), A Hall, M Hall, M Hartnell,
J Heath, V Johns, Y Levine, D Mackinder (Vice-Chair), A Teye
and J Whibley

Members of Overview Committee

Councillors: A Bailey, B Bailey, K Blakey, O Davey, T Dumper
(Vice-Chair), P Fernley, D Haggerty, A Hall (Chair), J Heath, Y
Levine, M Martin, H Riddell, D Wilson

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(or group number 01395 517546)

Monday, 2 December 2024

- 1 Minutes of the previous meeting held on 11 January 2024 (Pages 3 - 13)
- 2 Apologies
- 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 Key Directorate Plan Objectives 2025-2026 (Pages 14 - 16)
 - a) [Housing and Health](#) (Pages 17 - 42)

- b) Place (Pages 43 - 78)
- c) Finance (Pages 79 - 92)
- d) Governance (Pages 93 - 109)

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[Decision making and equalities](#)

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EAST DEVON DISTRICT COUNCIL

Minutes of the joint budget meeting of the Overview Committee and Scrutiny Committee held at Council Chamber, Blackdown House, Honiton on 11 January 2024

Attendance list at end of document

The meeting started at 9.00 am and ended at 3.19 pm

40 Minutes of the previous meeting

The minutes of the previous joint meeting held on 11 January 2023 and 12 January 2023 were agreed and signed as a correct record.

41 Declarations of interest

Minute 47. Countryside and Leisure.

Councillor Tim Dumper, Affects Non-registerable Interest, Councillor is a member of Exmouth Town Council which is mentioned in relation to the pilot scheme for a festival initiative.

Minute 47. Countryside and Leisure.

Councillor Vicky Johns, Affects Non-registerable Interest, Councillor works for an art charity and is a member of the Arts and Culture East Devon network.

Cllr Vicky Johns also wished it to be recorded for minute 50 that she is a member of Ottery Town Council.

42 Public speaking

There were no members of the public registered to speak.

43 Matters of urgency

There were no matters of urgency.

44 Confidential/exempt item(s)

There were no confidential/exempt items.

45 Draft Revenue and Capital Budgets 2024-2025 and Draft Council Plan

The Finance Director introduced this item and provided a verbal summary of the following:

- A budget overview
- An outline of key points concerning the detailed budgets as presented in the budget books
- How the budget fits in with service planning
- The emerging Council Plan and how this links to the budget.

The joint committees were informed that the budget would be revisited following discussion of individual service plans, to draw together final recommendations for Cabinet and to consider the implication of these recommendations on the budget.

The draft budget had been adopted by Cabinet and the recommendations from the Overview and Scrutiny Committees and the Housing Review Board would go back to Cabinet on 31 January 2024.

Questions, clarification and responses included the following points:

- Members expressed concern about the financial risk associated with the service payment to LED Community Leisure, and it was noted that concerns were also raised at last year's joint budget meeting.
- It is unacceptable that the LED management fee report to the LED Monitoring Forum was issued late, putting a strain on the Overview and Scrutiny Committees and Cabinet to agree a budget when agreement of the management fee is outstanding. The Chair asked that Officers take this matter up with LED.
- The LED Monitoring Forum is scrutinising closely the costs involved in LED. The Forum is looking at putting together a service level agreement to ensure that the Council is presented with financial information in a format which enables an understanding early in the budget process of what is required. This work is ongoing.
- Emergency work to repair recent storm damage to the roof and building at Ocean is covered jointly by this Council's insurance and that of LED. Any claim for loss of income will be through LED's own insurance.
- Should members feel that beach matting is a priority, there is scope for this within the revenue budget. The costs set out in the papers are for procurement of the matting only, whereas costs for storage over winter are covered within normal salary budgets.
- Following a recommendation from last year's joint budget meeting, a piece of work was carried out by Strategic Leisure which sought to identify areas of potential duplication between LED and the private sector to ensure that LED was not being paid to carry out work which is being done elsewhere. The Assistant Director – Countryside and Leisure was asked to share the report arising from this work with all members.

The Chair thanked the Finance Manager and his Officers for the report and their good work.

46 **Key Service Plan Objectives 2024-2025**

The Committees considered the service plan objectives for the following services:

- Countryside and Leisure
- Environmental Health
- Housing
- Streetscene
- HR and Payroll Service
- Finance
- Revenues & Benefits, CSC, Fraud and Compliance
- Growth, Development and Prosperity
- Planning
- Governance and Licensing
- Place, Assets and Commercialisation
- Communications, Digital Services and Engagement Team

47 **Countryside and Leisure**

The Assistant Director – Countryside and Leisure introduced this item and outlined the key service plan objectives for the Countryside and Leisure service.

The Portfolio Holder Coast, Country and Environment thanked the Assistant Director – Countryside and Leisure and his team for another successful year, and their good work on countryside biodiversity and nature recovery.

Questions, clarification and responses included the following points:

- It would be appropriate for this council to work closely with towns and parishes on environmental initiatives, to avoid duplication of effort and expenditure.
- The Forestry Commission have their own jurisdiction and are able to issue felling licences without consulting EDDC, so it is difficult for this council to influence the Forestry Commission's decisions.
- There is a need to understand the consequence on the tree safety budget of planting more trees, and it is anticipated that the emerging Tree Policy will pick up on this. The Streetscene and Countryside and Leisure services will also be looking together at future resource to deal with ash dieback.
- Responsibility for highways trees sits with Devon County Council, whereas EDDC is responsible for Tree Preservation Orders and trees in conservation areas. Tree officers within the Devon districts work collaboratively, sharing thoughts and ideas particularly when developing policy and strategy.
- A Member suggested that consideration is given to redesigning the Beer Jubilee gardens so that it has a mixture of biodiversity.
- The Area of Outstanding Natural Beauty review is a 5-year review which constitutes business as usual for the Countryside and Leisure service.
- The Ecology team includes a Trainee Ecologist post, the job description for which is currently being developed.
- Section 2.1.1 of the service plan sets out that a 10% Biodiversity Net Gain policy for East Devon will be included in the biodiversity chapter and supporting evidence of the new local plan; this percentage aligns with government guidance but an aspiration of 20% is set out in the local plan, subject to the local plan review process.

48 **Environmental Health**

The Assistant Director – Environmental Health presented the service plan objectives and key projects for 2024 – 25 for the Environmental Health service, and invited questions.

The Portfolio Holder Coast, Country and Environment thanked the Assistant Director for the good work carried out by the Environmental Health team, much of which is under the radar and addressing antisocial behaviour.

The Portfolio Holder Climate Action and Emergency Response thanked the Assistant Director and the Climate Change Officer for the work they have done regarding climate action.

Questions, clarification and responses included the following points:

- Concern was raised about sewage overflows and the illegal pumping of raw sewage into the sea. South West Water (SWW) is attending a meeting of the Scrutiny Committee on 1 February 2024 and the Environmental Health service is looking for opportunities to work with SWW and the Environment Agency (EA) in the most efficient way possible with a view to ensuring SWW meet their responsibilities. Most enforcement powers in relation to sewage overflows sit with the EA.
- The Climate Change strategy will be in a form which can be shared with towns and parishes.
- The Environmental Health service has powers to force people to bring empty private sector properties back into use. However, the service first aims to support people to address issues and understand what options are available, and a strategy will set out the service's approach.

- An Enforcement Policy covers environmental protection, including fly tipping.
- The final version of the Climate Change action plan is unlikely to be published in the current financial year [2023-24], but the work on this is ongoing.
- The service is working to fine tune the Emergency Planning and Business Continuity arrangements.
- The Environmental Health service is adequately resourced and carrying few vacancies. The focus will be on succession planning, going forward.

49 **Housing**

The Assistant Director – Housing Strategy and Operations presented the service plan objectives and projects for 2024-2025 for the Housing service. She outlined recent changes to how the Housing service is delivered, and invited questions.

The Leader highlighted the significant change of leadership within the Housing service and welcomed both the Assistant Director and the Director of Housing, Health and Environment who are both new to the organisation.

Questions, clarification and responses included the following points:

- The service will be exploring how the Home Safeguard provision is delivered following the PSTN switch off at the end of 2025.
- It is intended that a Housing Performance Officer and a Housing Performance Lead will look at complaints about repairs, ensuring a plan is in place to rectify issues and identifying where there are points of failure. An objective will be added into the service plan regarding complaints and how they are dealt with.
- It was suggested the Assistant Directors revisit the objectives set out at sections 2.1.7 to 2.1.14 of the service plan to consider how they link to the climate change agenda.
- An objective will be added into the service plan concerning the replacement of white goods and carpets at the end of a tenancy with a view to fixtures and fittings being retained, where possible.
- It would be appropriate to include an objective in the service plan concerning empty homes and how departments and services work together to rectify the issues.
- Further scrutiny of the Housing service plan will take place at the meeting of Housing Review Board on 25th January 2024, with onward recommendations to Cabinet.

50 **Streetscene**

The Assistant Director – Streetscene presented the service plan objectives and projects for 2024-2025 for the Streetscene service, and invited questions.

The Portfolio Holder Coast, Country and Environment thanked the Streetscene and Suez teams for their work and exemplary service.

Thanks were expressed to the Assistant Director, the Portfolio Holder Coast, Country and Environment and the Engineering Projects Manager for their work in securing funding for the Sidmouth Beach Management Plan.

Questions, clarification and responses included the following points:

- In-house resources are very squeezed but the team work within their means to deliver projects. Project management costs are being built into the capital programme to allow for project management, and consideration will need to be given to how project management resource is added to various projects, whether through a contractor, another council or recruiting directly into the team..

- Streetscene operate more in towns than in rural locations as EDDC has more responsibility and land ownings in town areas. Where necessary, a React team can be sent to do a clean up in villages..
- A lot of work is going into decarbonising the Suez fleet but there are limitations to what can be done at the present time, for a number of reasons. Decarbonised fleet is likely to be part of the post-2026 contract renewal and a strategy will need to be created for how this is done, which will include looking at available funding streams.
- There is a service plan objective to assess the Green Flag or Parks Award potential for Beer Jubilee, and a list will be produced of the necessary works to get this area to the required standards. In the meantime, improvements are being carried out within the means available and as set out in a management plan.
- There have been complaints about grass maintenance in children's play areas, and parks officers can discuss with towns and parishes the council's approach to managing these sites.
- The Environment Agency manages flood grant funding on behalf of Defra; the criteria for funding is complex and due to the increase in construction costs, the funding from government is often insufficient to cover costs.
- The council has a corporate virtual funding team to looking at available grant funding for projects, but there is no specific officer within the Streetscene service to carry out this work.
- 240m of the sea wall at Exmouth has been identified as likely not having a foundation, and the current repair to the sea wall will address a wider section than is currently cracked with a view to future-proofing the structure. Consideration will be given to wider implications for the whole frontage, under the Exmouth Beach Management Plan project.
- Several Members highlighted the benefits of beach matting for disabled people to be able to enjoy the beach with their families, and expressed a desire for the beach matting item to be included in the budget.

The Chair thanked the Assistant Director for the service plan and the quality of the work carried out by the Streetscene team.

Recommendation

The inclusion in 2024 – 25 of a budget for beach matting at Beer, Budleigh and Sidmouth.

51 HR and Payroll Service

The Corporate Lead HR and Payroll introduced this item and ran through the key service plan objectives for the HR and Payroll Service.

The Portfolio Holder Council and Corporate Co-ordination thanked the Corporate Lead and her officers for their successful work over the past year, and remarked on the significance of the service which underpins everything that goes on within the Council.

The Leader thanked the Portfolio Holder Council and Corporate Co-ordination for his work on the Personnel Committee, and welcomed the contribution of both the Corporate Lead, Communications, Digital Services and Engagement Team and the Corporate Lead HR and Payroll to the Executive Leadership Team.

Questions, clarification and responses included:

- It was appropriate to advertise the CEO vacancy externally, in order to test the market.
- Thanks were expressed to the Corporate Lead for her work with updating the Armed Forces Covenant.
- Green travel for councillors and officers forms part of the wider Green Travel Plan.

- The Democratic Services Manager is looking into a broad member awareness session covering the role and responsibilities of the Personnel Committee.
- It is appropriate for this Council to support the health and wellbeing of Members. The Corporate Lead has been exploring with the Democratic Services Manager whether the Employee Assistance Programme can be extended to Members, and proposals will come forward.
- The Grant Thornton report is feeding into the upcoming Peer Review, which will in turn inform the People Strategy.
- Staff were invited to complete an Investors in People survey last year and this superseded the staff survey that would otherwise have taken place during 2022.

52 **Finance**

The Finance Director outlined the key service plan objectives for the Finance service and invited questions.

Questions, clarification and responses included:

- Implementation of a new Finance system is Strata's biggest project and the system is due to go live for this Council in April 2024.
- A draft Car Parking Strategy will be brought to Overview Committee this year, and will cover arrangements for coaches, campervans and motorhomes.
- The EDDC Procurement Strategy aligns with the National Procurement Framework, in terms of best practice. To get best value out of procurement, the Council also signs up to national frameworks, supported by Devon County Council, which enables the Council to access the controls and tendering process that are in place.

53 **Revenue & Benefits, CSC, Fraud and Compliance**

The Assistant Director – Revenues and Benefits, CSC, Fraud and Compliance introduced this item and ran through the key service plan objectives for the Revenues and Benefits, CSC, Fraud and Compliance service.

Questions, clarification and responses included:

- Whilst not specifically mentioned in the service plan, the service is working with the VCSE (Devon Communities Together) to explore the specific needs of disabled people in poverty by looking at the data and case studies to identify if there is a theme, with a view to understanding how this group can be better supported.
- Write offs of Housing Benefit overpayments occur for a range of reasons. All write offs are carried out in accordance with the procedure set out in this Council's Constitution, and are included in the Council's annual audit.

54 **Growth, Development and Prosperity**

The Assistant Director – Growth, Development and Prosperity introduced this item and ran through the key service plan objectives for the Growth, Development and Prosperity service, including the key drivers of change that have impacted upon the service plan for 2024-2025, and specific priority projects.

The Portfolio Holder Culture, Leisure, Sport and Tourism thanked the Assistant Director and his officers for the delivery of the UK Shared Prosperity Fund and the Rural Engagement Prosperity Fund, and for the Tourism Strategy. He commented on the

success of the Tourism Network which has provided useful feedback on what is a critical industry for the district.

The Portfolio Holder Coast, Country and Environment also expressed thanks to the Growth, Development and Prosperity team for their assistance to his portfolio. He welcomed the delivery of measures in relation to both the habitat mitigation and green infrastructure strategies, and the work taking place to provide a source of low carbon heat for Cranbrook.

Questions, clarification and responses included:

- A formal programme will be brought to the Cranbrook Strategic Delivery Board for delivery of the masterplan for Cranbrook town centre.
- The Assistant Director – Growth, Development and Prosperity expressed confidence that the service has access to the resource and specific expertise it needs to move key projects forward, including revenue funding to draw on a wider set of external consultants.
- There is a group which draws on relevant surveying and planning expertise within the organisation to support the objective of working to increase the supply of available commercial sites and premises in the district. The expertise within the group facilitates an understanding of where progress is being made and any issues that that are causing projects to stall.

55 **Planning**

The Assistant Director Planning Strategy and Development Management presented the service objectives and key projects for 2024 – 25. The Assistant Director particularly highlighted the following:

- The Reg 19 draft of the new Local Plan.
- Recruitment of the new Planning Obligations team and development of the work programme.
- Adoption of a new Playing Pitch Strategy.
- Completion of the water cycle study.
- Work to progress development of a second new community in the district.

It was noted that the production of the Cranbrook Town Centre Masterplan had not been included in the service plan.

Questions from Members and responses included the following points:

- Regarding recovery of costs in the Building Control service, costs could only be recovered on the non-statutory elements and not on statutory elements such as enforcement. Various changes are expected to the relevant regulations, and Building Control charges and costs will be reviewed when the changes are known.
- Adverts are currently being prepared for the recruitment of the 4 posts in the Planning Obligations team. An interim S.106 Officer is in place with a further interim appointment expected shortly.
- The water cycle study would assist with understanding capacity in the South West Water infrastructure across the District and would inform the new Local Plan. If infrastructure is found to be insufficient, EDDC would engage with South West Water to understand how required infrastructure would be brought forward and new development phased to reduce impact on water courses and flooding.
- Regarding training for town and parish councils, it was anticipated that an initial programme would be in place by April with the first events being held in June.

- With regard to the previous year's budget of £100k for nutrient neutrality, this had part funded the District Ecologist post, the credit scheme for projects and in-house work on housing stock.
- It was noted that Planning Officers would have regard to the need for a new sewage treatment plant at the second new community as this had not been provided at Cranbrook.
- Work on the Playing Pitch Strategy was nearing completion.

There was discussion on whether a specific budget line for planning appeals could be included in the budget in order to support planning decisions. It was noted that a budget line had not been included as a year could pass without the need to draw on budgeted funds. The Director of Finance advised that this could be considered.

The Assistant Director Planning Strategy and Development Management was thanked for the service plan and for the work of his team.

Recommendations

1. That a budget for planning appeals within the Planning budget be created;
2. That the Cranbrook Town Centre Masterplan be included in the Planning Strategy.

56 Governance and Licensing

The Director of Governance and Licensing presented the service objectives and key projects for 2024 – 25 and highlighted the following:

- Review of the Constitution.
- Strengthening working relationships with the Police in relation to the handling of code of conduct complaints relating to Disclosable Pecuniary Interests.
- Review of Licensing fees.
- Recruitment of a new Cemeteries Registrar and upskilling of the Licensing team in this area.
- Conducting a Member satisfaction survey and Member skills audit.
- Holding of potentially 2 elections during the year.
- Set up of an Information Governance Board.

It was noted that the report from the Centre for Governance and Scrutiny was due imminently. It was also noted that additional training sessions would be provided for those Members who had not previously undertaken the mandatory training.

The Portfolio Holder for Council and Corporate Co-ordination thanked the Democratic Services team for their work and the Portfolio Holder for Coast, Country and Environment thanked Cllr Whibley for his work in chairing the Licensing Committee.

The Director of Governance and Licensing was thanked for the service plan and on-going work.

57 Place, Assets and Commercialisation

The Assistant Director, Place, Assets and Commercialisation presented the service objectives and key projects for 2024 – 25. The service objectives included both internal and external focussed projects including the following:

- Adoption of new General Fund Asset Management Plan for 2024 – 29.
- Office accommodation strategy.

- Delivery of outcomes of public toilets review.
- Review of depots.
- Swimming pools decarbonisation project.
- Exmouth placemaking and wider placemaking across the District.
- Delivery of employment sites owned by EDDC at Honiton, Seaton and Axminster.

The Portfolio Holder for Culture, Leisure, Sport and Tourism thanked the Assistant Director and his team for their work and in particular, for the work on category A public toilets review, Exmouth Placemaking plan and the decarbonisation of leisure centres.

The Leader highlighted the progress with Seaton Jurassic as a real achievement.

Discussion, questions and responses included the following points:

- A huge amount of work has been undertaken with regard to Exmouth placemaking and the plan needs to be agreed before physical progress becomes visible. Progress on the ground should be visible over the coming months.
- With regard to the Exmouth Pavilion Theatre, it was noted that the building comes under the remit of this service, whilst operational matters fall under the Countryside service.

The Assistant Director was thanked for his service plan and on-going work.

58 **Communications, Digital Services and Engagement Team**

The Corporate Lead, Communications, Digital Services and Engagement presented the service objectives and key projects for 2024 – 25 and introduced the 4 teams within the service.

The Portfolio Holder for Council and Corporate Co-ordination thanked the Management Information Officer for her work on the emerging Council Plan and the management of performance information.

The Leader welcomed the Corporate Lead to the senior leadership team which highlights that EDDC is an outward facing Council. The newly introduced Councillors' update was welcomed.

It was noted that key aspirations for the year include greater integration of Microsoft Teams and an improved system for online complaints.

The Corporate Lead was thanked for his service plan and the work of the team.

59 **Draft Revenue and Capital Budgets 2024-2025**

The Director of Finance summarised the meeting and the Overview and Scrutiny Committees voted by Committee and agreed the following recommendations to Cabinet.

RECOMMENDATIONS TO CABINET

1. The joint Overview and Scrutiny Committees recommend the draft Revenue and Capital budgets 2024 – 25 to Cabinet for adoption, with the following amendments to be considered:
 - a) The creation of a budget for planning appeals within the Planning budget

- b) The inclusion in 2024 – 25 of a budget for beach matting at Beer, Budleigh and Sidmouth.
- 2. That the Service Plans considered during the meeting of the joint committees on 11th January 2024 are recommended to Cabinet, having regard to the comments made by members as follows:
 - a) The inclusion of the Cranbrook Town Centre Masterplan in the Planning Strategy.

Attendance List

Councillors present:

J Brown
M Chapman
B Collins
R Collins
M Goodman (Chair)
A Hall (Co-Chair)
J Heath
V Johns
B Bailey
T Dumper
P Fernley
Y Levine
T Olive

Councillors also present (for some or all the meeting)

R Jefferies
G Jung
J Loudoun
C Brown
P Arnott
K Bloxham

Officers in attendance:

Matthew Blythe, Assistant Director Environmental Health
Simon Davey, Director of Finance
Joanna Fellows, Corporate Lead - HR and Payroll
Andrew Hancock, Assistant Director StreetScene
Andrew Hopkins, Corporate Lead - Communications, Digital Services and Engagement
Sarah James, Democratic Services Officer
Sarah Jenkins, Democratic Services Officer
Charles Plowden, Assistant Director Countryside and Leisure
Melanie Wellman, Director of Governance & Licensing (Monitoring Officer)
Anita Williams, Principal Solicitor (Deputy Monitoring Officer)
Tracy Hendren, Director of Housing, Health and Environment
Libby Jarrett, Assistant Director Revenues, Benefits, Corporate Customer Access, Fraud & Compliance
Andrew Wood, Assistant Director Growth Development and Prosperity
Tim Child, Assistant Director Place, Assets & Commercialisation
Ed Freeman, Assistant Director Planning Strategy and Development Management
Emma Congerton, Assistant Director Housing Strategy & Operations
John Symes, Finance Manager

Jo Avery, Management Information Officer

Councillor apologies:

- I Barlow
- D Mackinder
- S Smith
- A Toye
- J Whibley
- C Nicholas
- M Martin
- H Riddell

Chair

Date:

Directorate Service Planning 2024-28

Recommendation

To consider and endorse the four Service Plans

Background

In alignment with the recommendations from the Peer Challenge, we are presenting the directorate service plans to you in a separate meeting from the budget setting meeting. Reflecting on the service planning process, we took the opportunity to review the whole of the service planning process and plan template in part to reflect the new directorate structure.

The council has transitioned from individual service plans to directorate-level plans for the 2025-26 period. This strategic shift is designed to enhance focus and coordination, given the extensive projects and objectives outlined in the council plan 2024-28.

This new approach has resulted in the formulation of four comprehensive directorate plans, each mirroring the council's priorities and encompassing any key projects specific to their respective services.

The new directorate plans contain the following sections:

- 1.0 An overview of the services within the directorate
- 2.1 Council plan actions assigned to the directorate
- 2.2 Directorate objectives 2025-26: These are priority objectives or projects that span across the services within the directorates as well as across directorates and are not already covered by the council plan.
- 2.3 Key service objectives/projects 2025-26: Highlighting key objectives or projects not covered in the Council Plan.
- 3.0 Key Performance Indicators: Service metrics to be measured during the 2025-26 period.

The final suggestion is to align the Directorate Plans with the Council Plan for the period 2024-28. This alignment is to ensure a consistent and considered approach with the actions in the Council Plan. This approach also allows the plans to be living documents that evolve alongside the Council Plan, promoting a long-term, manageable, and realistic strategy. Although the plans are covering the 2024-28 period they will be reviewed and updated annually and returned to the committee for endorsement each year.

Overview

Each of the four directorate service plans will be presented in turn for review.

- Finance Directorate Plan 2024-28 – The Finance Directorate Plan directed by Simon Davey, focuses on telephony system replacement, financial system updates, procurement practices, and anti-poverty strategies.
- Governance Directorate Plan 2024-28 – Governance Directorate Plan directed by Melanie Wellman, emphasises customer service, cultural and structural changes, health and safety systems, and emergency planning.
- Housing Directorate Plan 2024-28 – Housing Directorate Plan directed by Catrin Stark, addresses housing strategies, safeguarding, anti-social behaviour, and trauma-informed practices.
- Place Directorate Plan 2024-28 Place Directorate Plan directed by Andy Wood, includes recycling and waste operations, leisure service review, local plan review, placemaking strategies, asset management, nature recovery, climate change, and public amenities stewardship.

Assessment

The revised format for Service Plans responds to the recommendations arising from the Corporate Peer Challenge earlier in the year. The two key changes are to;

- A) Move to Directorate as opposed to individual Service Plans – this reflects the new structure of the Council and has enabled a sharper focus on key strategic priorities, particularly those that span Service and Directorate boundaries. This very much accords with the ‘One Team East Devon’ approach with an emphasis on ensuring a clear sense of shared endeavour in responding to the key strategic challenges facing the Council.
- B) Ensure that priorities can be established in advance of the budgets then being set – this will ensure that the Council’s resources are aligned to strategic priorities.

Overall, these changes help to establish a clearer strategic framework through which to guide the Council’s activities. The Service Plans will continue to play a key role as the bridge between the Council Plan and individual objectives. They will ensure a golden thread between the vision, goals and values of the Council Plan and the day-to-day to work of officers. This will also link to the introduction of the new corporate performance reporting system, ensuring clarity of accountability and monitoring against key performance indicators. Finally, the Service Plans will help to create a stronger organisational culture by promoting a shared sense of purpose and direction.

Conclusion

The four Directorate Plans are an important opportunity to consider and set strategic priorities for 2025/26. The revised format for these Plans will help to develop and take

forward the One Team East Devon approach and ensure alignment with subsequent resource allocation.

Housing and Health Directorate Plan 2024-28

Version 1.0 April 2025 – March 2026

Director: Catrin Stark Director of Housing and Health

Portfolio holders: Cllr Dan Ledger Sustainable Homes and Communities, Cllr Geoff Jung Coast, Country and Environment, Cllr John Loudoun Council and Corporate Co-ordination, Cllr Marianne Rixson Climate Action

Directorate Plan 2024-2028 (Version 1.0 for year 2025-26)

Contents Page

- Section 1 Brief description of (business as usual) service and purpose(s) including directorate structure.
- Section 2 Looking forward: - Supporting the Council Plan
 - Directorate Objectives – cross service objectives / projects for 2025-26
 - Service level objectives / projects 2025-26
- Section 3 What we will measure in 2025-26: Performance targets

Notes for Director and Assistant Director/Service Leads

When you have completed your Directorate Plan:

- ✓ Save to Directorate Planning 2024-28 – Version 2025-26 Teams folder. Final versions will be placed on the intranet/internet
- ✓ Link it to your Service Scorecards once in place
- ✓ Communicate it to your staff, and sharing with all staff progress and updates on a quarterly/six monthly basis within the directorate
- ✓ Keep it under review – make it a live document which adds value!
- ✓ Use it to formulate individual objectives

Section 1 – What we do and who we deliver to

The directorate key aims are to provide safe and comfortable homes in which people and families can thrive and to support the health and wellbeing of our communities.

Formed in 2024, the Housing and Health Directorate comprises of Regulatory and Statutory Housing, Housing Development and Investment and Environmental Health Services. In addition to reviewing how these services can better interact with each other, we are committed to improving the joint working with other Directorates, with specific focus on the frontline relationships with Place Directorate and continued development of relationships with support services and corporate functions. Furthermore, a number of initiatives specifically in the Health service provide support and advisory services for the whole organisation and will require a different approach than those more unilaterally focussed delivery measures.

Across the Directorate, we are committed to providing person-centred, trauma informed services that strive to understand and meet the needs of each individual so that they are able to lead full lives in their communities.

The Housing and Health directorate includes:

Environmental Health Service

This service encompasses a wide variety of work streams, both internally and externally focussed, statutory and non-statutory that all aim to protect and improve the health, safety and wellbeing of individuals and communities and protect and improve the environment.

Whilst engaging in our day-to-day statutory programme of inspections, complaint investigations and professional consultations, our teams will take every possible opportunity to promote good practice and signpost relevant services to our communities, to contribute to all four of our corporate priorities.

The following teams make up this service, Private Sector Housing, licensing, inspecting, and enforcing housing standards. Assisting homeowners and tenants in 'Filthy and Verminous' properties. Delivering home improvements and adaptations. Private Water Supplies, conducting statutory risk assessments and water sampling. Environmental Protection, consulting on the environmental impact of developments. Handling licensing matters, pollution control, and dog control issues. Addressing complex social issues and offering pest control services. Commercial Premises registering, inspecting, and enforcing food safety standards. Investigating workplace accidents and health complaints. Managing infectious disease notifications and leading the Safety Advisory Group.

Corporate & Operational Health & Safety, conducting proactive inspections and investigations. Providing data and recommendations to management. Training staff on health and safety matters. Public Health and Wellbeing, developing strategies to support physical and mental health. Supporting council strategies on poverty reduction and climate emergency. Community Safety and Anti-Social Behaviour, playing an active role in the Community Safety Partnership. Developing solutions to community safety and anti-social behaviour issues.

Emergency Planning & Business Continuity, acting as a Category 1 responder under the Civil Contingencies Act. Maintaining and developing emergency and business continuity plans. Safeguarding, promoting safeguarding policies and practices. Supporting the Safeguarding Forum and providing training opportunities. Climate Action, monitoring the Climate Change Strategy and Action Plan. Leading the Corporate Green Team and reducing carbon emissions. Business Support, providing advice and support on environmental health issues. Managing public inquiries and the Pest Control Booking Service.

Statutory Housing Service

This service provides support to East Devon residents through a variety of services aimed at increasing housing security, health and wellbeing and independent living. Our teams work with a variety of partners to ensure a holistic approach is taken to enable us to provide the right support to each household.

The following teams make up this service, Housing Options, provide statutory support to homeless applicants and those at risk, placing them into temporary accommodation. Support rough sleepers and those at risk, engaging with agencies to assist them into sustainable accommodation. Engage with private landlords to increase housing supply and support tenancy issues. Assist low-income households with income maximization and grant applications to reduce poverty. Support domestic abuse victims in moving to safe accommodation.

Allocations, assess applications for social housing in Devon, placing them in the appropriate band and assisting with supporting information. Advertise available social housing properties and submit bids for those needing assistance. Shortlist applicants and provide nominations to social housing providers. Conduct viewings and sign-ups for EDDC properties.

Resettlement, support refugees arriving through various resettlement routes by engaging with the voluntary sector and other partners to provide comprehensive support, helping them settle, sustain accommodation, and access employment, education, and healthcare. Assist in setting up homes and securing move-on accommodation and furnishings.

Home Safeguard, respond to alarm calls from vulnerable households needing urgent support. Provide the Council's out-of-hours support functions. Install and maintain telecare alarm equipment and provide other supporting equipment. Support other local authorities' out-of-hours functions, coordinate resources during emergencies, and monitor fire detection systems.

Housing Enabling, establish and maintain assessments of housing needs across the district, including for older persons and those with specialist housing needs. Contribute to and assist in the development of planning policy to support affordable housing delivery. Negotiate with developers to secure affordable homes through s.106 obligations.

Regulated Housing Service

This service oversees the management and delivery of the Council-owned housing stock, registered with and regulated by the RSH (Regulator for Social Housing). Our regulated housing service sits outside of the Council's General Fund (GF) in the ring-fenced Housing Revenue Account (HRA). The key purpose of our housing service is to provide a well maintained and safe place to call home for our customers, ensuring we provide high quality housing and neighbourhood management, communities, and repairs/maintenance services.

The following teams make up this service, Asset Management, strategic planning for asset management, acquisition, disposal, and development. Continuous assessment of stock condition, major refurbishment, and redevelopment programs. Cyclical upgrades to property components and improving energy performance. Health and Safety Compliance, compliance-related testing, servicing, and upgrades in areas like electrical, gas, fire, legionella, asbestos, and lifts. Monthly fire safety checks and estate and property inspections. Day-to-Day Repairs and Void Management, management of the Integrated Asset Management Contract (IAMC) with Ian Williams. Responding to repair issues in homes, communal areas, and community centres within agreed timescales. Overseeing timely repairs and maintenance when a property becomes void and managing minor works programs and disrepair claims.

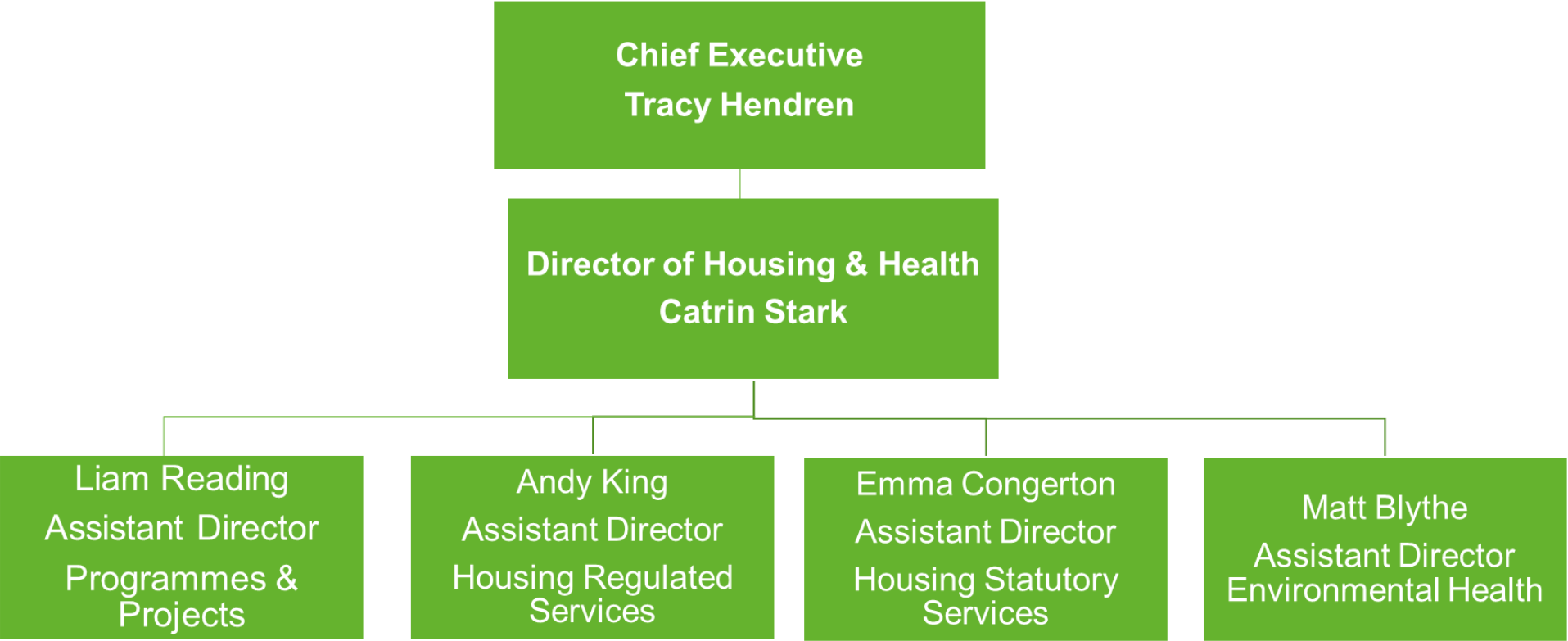
Rentals, annual review and setting of rent and service charges. Collecting rent and service charges and supporting customers with financial resilience and advice. Taking court action when accounts fall into arrears. Estate and Tenancy Management, supporting customers to maintain their homes and tenancies. Overseeing proper management and maintenance of estates and communal areas. Conducting tenancy reviews, addressing tenancy breaches, and managing anti-social behaviour (ASB) cases.

Sheltered Housing, providing housing-related support services to customers. Signposting and supporting independent living skills and care needs. Providing an alarm service to support independence and managing community centres. Communities and Resident Involvement, providing community-based activities and services and upskilling opportunities for customers. Encouraging tenant scrutiny and involvement.

Systems, Data and Regulation, provision of housing and asset management systems for robust oversight and management of stock and customers. Data reporting and analysis for operational and strategic management. Adhering to regulations set by the RSH and the Housing Ombudsman's code of conduct. Project planning and implementation, overseeing policy, procedure, and key strategies.

Housing and Health Directorate Structure 2024

page 23



Section 2.1 Supporting the Council Plan

Theme – Homes & Communities (HC)

page 24

Service / Service lead	Key action	ID	Measure of success	Timeframe
Housing Assistant Directors Housing	1. Improve the standard of and increase the availability of social and affordable housing in the district.	HC1	Completed housing stock review and outcomes report confirming condition of stock.	Nov-24
		HC2	Development of a Housing Asset Management Strategy and action plan.	June-25
		HC3	Performance against the Housing Asset Management Strategy and action plan.	Progress to be reported annually
		HC4	Development of a Housing Delivery Plan and action plan.	Sep-24
		HC5	Performance against the Housing Delivery Plan and action plan.	Progress to be reported annually
		HC6	Meeting agreed targets for the provision of social and affordable housing.	Measure to be reported on annually
Housing Assistant Directors Housing / Assistant Director Statutory Housing	3. Develop and implement a new Homelessness and Rough Sleeper Strategy and action plan to reduce levels of homelessness within the district.	HC10	An effective rough sleeper pathway that ensures no-one sleeping rough through necessity in the district.	2026
		HC11	Increase in successful prevention decisions.	Measure to be reported on annually
		HC12	Reduction in the use of temporary accommodation.	Measure to be reported on annually

		HC13	Increase in positive relief duty outcomes.	Measure to be reported on annually
Environmental Health / Housing Assistant Director of Statutory Housing / Assistant Director Environmental Health / Assistant Directors of Housing and Revenues & Benefits	5. Develop a new Empty Property Strategy to reduce the number of empty properties in the district.	HC17	Number of long-term empty homes brought back into use within the year.	Measure to be reported on quarterly
		HC18	A decrease in the number of empty properties in the district.	Measure to be reported on quarterly
		HC19	To increase charges on second homes to the maximum permitted level (100% premium) from April 2025.	Apr-25
		HC20	Increase the number of private sector leased properties allocated through the housing register.	Measure to be reported on quarterly
Housing Assistant Director Statutory Housing	6. Work with internal and external partners to provide homes for refugees and the related sustainment support	HC21	95% of resettled households sustain their tenancies in the first two years of resettlement.	Measure to be reported on annually
		HC22	Reduction in approaches from refugees to the homelessness service.	Measure to be reported on annually

Theme – Sustainable Environment (SE)

Environmental Health Lead Officer - Assistant Director	16. Adopt and deliver a refreshed Climate Change Strategy and Action Plan to support maximum net zero targets internally, amongst our key contractor partners and the wider community.	SE1	Delivery of the updated Climate Change strategy and action plan.	Mar-25
		SE2	Performance against the Climate Change Strategy delivery and action plan and key performance targets.	Progress to be reported quarterly

Environmental Health - supported by all SLT		SE3	Pools decarbonisation work to have considered each decarbonisation project to RIBA Stage 3.	Oct-24
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Section 2.2 Directorate Objectives - cross directorate objectives / projects

Services involved	2.2 Cross Directorate objectives / projects we will deliver in 2025/26 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date
Home Safeguard, Housing, Strata	1. Implement a new digital platform for Home Safeguard and install new digital alarms across our supported accommodation. Increase private customer base to support revenue income streams.	Financial resource secured for platform and some for alarms, the remainder awaiting outcome from capital bid process	Assistant Director - Housing Strategy and Operations / Housing Sustainment and Resettlement Service Manager	Autumn 2025
All	2. Create, Consult and implement Housing Strategy to include links to Empty Homes Strategy, Local Plan etc.	Current resources	Assistant Director - Housing Strategy and Operations	31 March 2026
Environmental Health/Estate Management	3. Joint work to ensure that EDDC tenants and residents receive a consistent service in relation to ASB, nuisance, hoarding, Safeguarding and pest control.	Staff time	Principal Environmental Health Office	31 March 2026

			Anti-Social Behaviour & Community Safety Coordinator Interim Tenancy Services Manager	
All	4. Work toward becoming a Trauma Informed Organisation	Training budget Staff time	Assistant Director - Environmental Health Public Health Project Officer	31 March 2026
All	5. Complete procurement and move to implementation of new Corporate Health and Safety Management System.	Systems cost (purchase and license) Project Management Staff time/training	Principal Environmental Health and Safety Officer	Sept 2025
All	6. Introduce Safeguarding training for Champions and Ambassadors and review mandatory training regarding Safeguarding.	Current resources	Emergency Planning and Business Continuity Officer	April 2025
All	7. Cross team working around whole societal resilience, emergency planning and climate change and parish/town engagement	Current resources	Emergency Planning and Business Continuity Officer Climate Change Officer	31 March 2026

Environmental Health/Street Scene	8. Anti-Social Behaviour wardens – review the Exmouth hot spot pilot and assess if this can be extended in time and scope. Could include Beach Safety.	Revenue funding Partners – police, town councils.	Anti-Social Behaviour & Community Safety Coordinator	1 June 2025
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Section 2.3 Service level objectives / projects

Service	2.1 Service level objectives / projects we will deliver in 2025/26 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date
Statutory Housing Service	1. Reduce the use of spot-purchased accommodation and associated revenue costs	Current resources	Assistant Director - Housing Strategy and Operations/ Housing Solutions Manager	31 st March 2026
Statutory Housing Service	2. Develop a Rough Sleeper pathway to prevent rough sleeping and support those who have rough slept	Current resources	Assistant Director - Housing Strategy and Operations/ Housing Solutions Manager	31 st March 2026
Statutory Housing Service	3. Look to move on the Ukrainian cohort who are still living with host families into settled accommodation and ensure one access to the private rented sector scheme across the council	Current resources	Assistant Director - Housing Strategy and Operations/ Housing Solutions Manager / Housing Sustainment	31 st March 2026

			and Resettlement Service Manager	
Statutory Housing Services	4. Develop and implement a Tenancy Strategy	Current resources	Assistant Director - Housing Strategy and Operations	31 st March 2026
Environmental Health	5. Public Space Protection Order review – consultation and preparation on new PSPOs prior to May 2026.	Current resources Dem services Comms	Principal Environmental Health Office	1 May 2026
Environmental Health	6. Pest Control Service review	Current resources	Principal Environmental Health Office	30 September 2025
Environmental Health	7. Health impact assessment - East Devon webpages, documents and assessment tool: to review with Planning that this suite is still fit for purpose:	Current resources	Public Health Project Officer	31 March 2026
Environmental Health	8. Review of the introduction of the renters' rights bill and implications for Private Sector Housing	Current resources	Principal Environmental Health Officer	31 March 2026
Environmental Health	9. Warm Homes-- Local Grant replacing HUG2 – DCC/ Devon consortium	Current resources	Principal Environmental Health Officer	31 March 2026
Environmental Health	10. Ongoing review of enforcement policies	Current resources	EH Managers	31 March 2026

Regulated Housing Service	11. Design and implementation of a Housing Asset Management Strategy, informed by the results of our stock condition survey, alongside a 30 year business plan that outlines sustainable investment and management of our stock and our places. Also ensuring a plan for the strategic provision of housing across the district that meets the needs of our residents and communities.	Current resources Systems Financial Modelling over a 30 year period	Housing Strategy, Enabling and Project Manager Interim Assistant Director for Housing (Regulated Services) Corporate Lead for Property and Assets	March 2026
Regulated Housing Service	12. A focus on our understanding of our tenant profile, alongside further improving tenant involvement and scrutiny and tenant satisfaction. Targeted comms plans that involve and inform our tenants, using data and feedback to ensure we are meeting their diverse needs.	Current resources Systems	Interim Assistant Director for Housing (Regulated Services) Interim Tenancy Services Manager	September 2025
Regulated Housing Service	13. Continued analysis of our performance against the consumer standards requirements as set out by the RSH. Where any shortfalls are identified, all areas will have a detailed action plan to address this with clear timescales for completion and meeting standards.	Current resources	Interim Assistant Director for Housing (Regulated Services)	March 2026
Regulated Housing Service	14. A review of all housing Policy and Procedures, ensuring up-to-date, compliant, and robust P&Ps are in place across the service area, improving performance, customer satisfaction, confidence in compliance, and strengthening the delivery of service.	Current resources	Interim Assistant Director for Housing (Regulated Services) Interim Tenancy Services Manager	March 2026

			Property Asset Delivery Manager	
Regulated Housing Service	15. Imbedding person-centred delivery models across all teams within the service area, tying in with the corporate drive to become a Trauma Informed Organisation. A golden thread that should be at the centre of policy/procedure review, tenant involvement and scrutiny, and service re-designs.	Current resources Training	Interim Assistant Director for Housing (Regulated Services) Interim Tenancy Services Manager Property Asset Delivery Manager	March 2026

Section 3 – What we will measure in 2025-26: Performance targets

Service	3.1 Service performance indicators Also include any performance indicators that support the council plan. (Indicators from the plan have been added as a starting point)	Target	How often – monthly, quarterly, bi-annually, annually	Responsible officer
Each Team will produce a score card, that describes the customer journey through the service, including key performance indicators, income maximisation and generation information and a summary/narrative demonstrating the monthly position reasoning with a quarterly and annual position statement provided.				
Housing	HC11 Increase in successful prevention decisions.	Would suggest maintain /increase as positive outcomes are already high	Annually	Interim Assistant Director for Housing (Regulated Services)
Housing	HC12 Reduction in the use of temporary accommodation.		Annually	Interim Assistant Director for Housing (Regulated Services)
Housing	HC13 Increase in positive relief duty outcomes.	Would suggest maintain/increase as positive	Annually	Interim Assistant Director for Housing (Regulated Services)

		outcomes are already high		
Environmental Health	HC17 Number of long-term empty homes brought back into use within the year.		Quarterly	Interim Assistant Director for Housing (Regulated Services)
Environmental Health	HC18 A decrease in the number of empty properties in the district.		Annually	Interim Assistant Director for Housing (Regulated Services)
Housing	HC20 Increase the number of private sector leased properties allocated through the housing register.		Quarterly	Interim Assistant Director for Housing (Regulated Services)
Environmental Health	First response to customer service requests within 5 working days	95%	Monthly	Assistant Director - Environmental Health /Jane Cooper
Environmental Health	Number of licensed houses in multiple occupation and caravans and income from licence fees.	Number	Quarterly	Principal Environmental Health Officer
Environmental Health	The amount of loans and grants spent from the Better Care Fund through the Financial Assistance policy in line with statutory data returns for Devon County Council and Central Government.	£amount Budget +/- 5%	Quarterly	Principal Environmental Health Officer
Environmental Health	Number of PSH service requests and formal notices served (including civil penalties).	Number	Quarterly	Principal Environmental Health Officer

Environmental Health	Complete and submit the annual statutory Private Water Supplies data return to the Secretary of State (Drinking Water Inspectorate) for 2024.	Complete	Annually	Principal Environmental Health Officer
Environmental Health	Number of Private water supply risk assessments and sampling completed with cost recovery (January to December).	Number £amount 100% Budget	Quarterly	Principal Environmental Health Officer
Environmental Health	Number of pest control service requests. Income received Enforcement actions that have been taken.	Number £amount 100% Budget Number	Quarterly	Principal Environmental Health Office
Environmental Health	Number of applications for planning consent and licensing consent consultations. Respond to applications within 28 days.	Number 95%	Quarterly	Principal Environmental Health Office
Environmental Health	Number of Public Health funerals provided. Cost recovery v. cost of service.	Number £amount 75% of cost recovered	Quarterly	Principal Environmental Health Office
Environmental Health	Number of Animal Licensing inspections completed. New businesses inspected and licensed with 12 weeks of the application being received.	Number 100%	Quarterly	Principal Environmental Health Office

Environmental Health	Number of Environmental Protection service requests received, including noise nuisance, light nuisance, nuisance dogs, dog fouling, odour complaints, littering and fly tipping.	Number	Quarterly	Principal Environmental Health Office
Environmental Health	First contact to Environmental Protection service requests within 5 working days.	95%	Quarterly	Principal Environmental Health Office
Environmental Health	Number of Environmental Protection formal notices served (including civil penalties).	Number	Quarterly	Principal Environmental Health Office
Environmental Health	Number of PPC inspections and will ensure 100% of inspections due in year are completed.	100%	Annual	Principal Environmental Health Office
Environmental Health	Number of high-risk category A & B interventions with local food businesses that we have carried out. % of interventions carried out within due date	Number 100%	Quarterly	Principal Environmental Health and Safety Officer
Environmental Health	Number of those food businesses who may be formally categorised as “broadly compliant.”	Number	6 monthly	Principal Environmental Health and Safety Officer
Environmental Health	Performance and resources report submitted to the Food Standards Agency for external auditing and monitoring	Report	6 monthly	Principal Environmental Health and Safety Officer
Environmental Health	Number of formal notices served (including civil penalties).	Number	Quarterly	Principal Environmental Health and Safety Officer

Environmental Health	Number of service requests received including workplace accidents, incidents, and near-misses, food complaints and infectious disease notifications. First contact to these requests within 5 working days.	Number 95%	Quarterly	Principal Environmental Health and Safety Officer
Environmental Health	Performance and resources report submitted to the Health and Safety Executive for external auditing and monitoring	LAE1	Annually	Principal Environmental Health and Safety Officer
Environmental Health	Report on our corporate health and safety work. Measures will include consideration of the following elements: <ul style="list-style-type: none"> • workplace accidents, incidents, and near-misses, • risk assessments completed and reviewed and • training needs identified and training completed. 	Report	Quarterly	Principal Environmental Health and Safety Officer
Environmental Health	We will report on the council's progress towards our public health strategy, via our Public Health Implementation Plan and Annual Review.	Report	Annually	Public Health Project Officer
Environmental Health	Numbers of tweets (or other social media), aiming for on average one health and wellbeing message per week.	Number	Quarterly	Public Health Project Officer
Environmental Health	Numbers of health/wellbeing messages shared in staff/residents'/councillors' newsletters, aiming to create on average one message per month.	Number	Quarterly	Public Health Project Officer
Environmental Health	Numbers of health-related partnership meetings with County, other districts, NHS and other healthcare	Number	Quarterly	Public Health Project Officer

	providers, and community groups such as health forums and community health & wellbeing boards.			
Environmental Health	Number of ASB service requests received. First contact to ASB requests within 5 working days	Number 95%	Quarterly	Anti-Social Behaviour & Community Safety Coordinator
Environmental Health	ASB cases resolved at first intervention.	Number % total	Quarterly	Anti-Social Behaviour & Community Safety Coordinator
Environmental Health	Number of ASB Community Protection Warnings/Notices served	Number	Quarterly	Anti-Social Behaviour & Community Safety Coordinator
Environmental Health	Number of Anti-Social Behaviour interventions in reducing the percentage of high-risk victims to a lower risk.	Number	Quarterly	Anti-Social Behaviour & Community Safety Coordinator
Environmental Health	Emergency Planning Community resilience contacts	Number	Annually	Emergency Planning and Business Continuity Officer
Environmental Health	Business Continuity Exercises	1	Annually	Emergency Planning and Business Continuity Officer
Environmental Health	Emergency Planning Exercises	1	Annually	Emergency Planning and Business Continuity Officer

Environmental Health	BCP/EP training courses delivered	Number	Annually	Emergency Planning and Business Continuity Officer
Environmental Health	Safeguarding submissions recorded and passed to relevant manager.	96 hours 100%	Quarterly	Anti-Social Behaviour & Community Safety Coordinator
	Review of case	1 month, 100%		
Environmental Health	Safeguarding mandatory training levels		Quarterly	Assistant Director - Environmental Health
Housing	Number of dwellings in housing stock	N/A	Quarterly	Interim Assistant Director for Housing (Regulated Services)
Housing	TM03 - Average days to relet a social housing rental dwelling (standard)	78 days	Quarterly	Interim Assistant Director for Housing (Regulated Services) Housing Solutions Manager
Housing	Number of households on waiting list	Number	Quarterly	Assistant Director - Housing Strategy and Operations

Housing	Number of homelessness approaches	Number	Quarterly	Assistant Director - Housing Strategy and Operations
Housing	Number of households living in temporary accommodation	Number	Quarterly	Assistant Director - Housing Strategy and Operations
Housing	Successful homeless preventions as a % of prevention cases	%	Quarterly	Assistant Director - Housing Strategy and Operations
Housing	Number of verified rough sleepers	Number	Annually	Assistant Director - Housing Strategy and Operations
Housing	Satisfaction with the overall repairs service* (TSM)	74.5%	Quarterly	Interim Assistant Director for Housing (Regulated Services)
Housing	Satisfaction with time taken to complete most recent repair* (TSM)	70%	Quarterly	Interim Assistant Director for Housing (Regulated Services)
Housing	Satisfaction that home is well maintained* (TSM)	72.2%	Quarterly	Interim Assistant Director for Housing (Regulated Services)
Housing	Satisfaction with home is safe* (TSM)	78.7%	Quarterly	Interim Assistant Director for Housing (Regulated Services)

Housing	Satisfaction with communal areas being clean and well maintained* (TSM)	66%	Quarterly	Interim Assistant Director for Housing (Regulated Services) / Interim Tenancy Services Manager
Housing	IM01 - % of rental income for all dwellings that was collected	98%	Quarterly	Interim Tenancy Services Manager
Housing	TM05 - Number of evictions	0	Quarterly	Estate Services Manager / Interim Tenancy Services Manager
Housing	Funding secured through bid/external source	TBC	Annually	Assistant Director - Housing Strategy and Operations
Housing	Number of Affordable Homes delivered	TBC	Quarterly	Housing Strategy, Enabling and Project Manager
Housing	TP01 – Overall Satisfaction (TSM)	72.3%	Quarterly	Interim Assistant Director for Housing (Regulated Services)
Housing	TP06-Satisfaction that the landlord listens to tenant views and acts upon them (TSM)	61%	Quarterly	Interim Assistant Director for Housing (Regulated Services) / Interim Tenancy Services Manager /

				Property Asset Delivery Manager
Housing	TP07-Satisfaction that the landlord keeps tenants informed about things that matter to them (TSM)	71.4%	Quarterly	Interim Assistant Director for Housing (Regulated Services) / Interim Tenancy Services Manager
Housing	TP08-Agreement that the landlord treats tenants fairly and with respect (TSM)	78.2%	Quarterly	Interim Assistant Director for Housing (Regulated Services)
Housing	TP09-Satisfaction with the landlord's approach to handling complaints (TSM)	34%	Quarterly	Interim Assistant Director for Housing (Regulated Services)
Housing	TP11-Satisfaction that the landlord makes a positive contribution to neighbourhoods (TSM)	64%	Quarterly	Interim Tenancy Services Manager / Rebecca Meakin
Housing	TP12-Satisfaction with the landlord's approach to handling anti-social behaviour (TSM)	57.6%	Quarterly	Interim Tenancy Services Manager / Estate Services Manager
Housing	CH01-Complaints relative to size of landlord (TSM)	TBC	Quarterly	Housing Performance Lead
Housing	CH02-Complaints responded to within Complaint Handling Code timescales (TSM)	100%	Quarterly	Housing Performance Lead

Housing	NM01-Anti-social behaviour cases relative to the size of the landlord (TSM)	TBC	Annually	Interim Tenancy Services Manager / Estate Services Manager
Housing	AM06 - Homes that do not meet the Decent Homes Standard (TSM)	0%	Quarterly	Interim Assistant Director for Housing (Regulated Services)
Housing	AM02 – Routine Repairs completed within target timescale AM03 – Emergency Repairs completed within target timescale	90% 100%	Quarterly	Interim Assistant Director for Housing (Regulated Services)

Place Directorate Plan 2025-26

Version 1.0 April 2025 – March 2026

Director: Andy Wood Director of Place

Portfolio holders: Cllr Todd Olive – Strategic Planning, Cllr Paul Hayward – Economy & Assets, Cllr Geoff Jung - Coast, Country and Environment, Cllr Nick Hookway - Culture, Leisure, Sport and Tourism

Directorate Plan 2024-2028 (Version 1.0 for year 2025-26)

Contents Page

Section 1	Brief description of (business as usual) service and purpose(s) including directorate structure.
Section 2	Looking forward: <ul style="list-style-type: none">- Supporting the Council Plan- Directorate Objectives – cross service objectives / projects for 2025-26- Service level objectives / projects 2025-26
Section 3	What we will measure in 2025-26: Performance targets

Notes for Director and Assistant Director/Service Leads

When you have completed your Directorate Plan:

- ✓ Save to Directorate Planning 2024-28 – Version 2025-26 Teams folder. Final versions will be placed on the intranet/internet
- ✓ Link it to your Service Scorecards once in place
- ✓ Communicate it to your staff, and sharing with all staff progress and updates on a quarterly/six monthly basis within the directorate
- ✓ Keep it under review – make it a live document which adds value!
- ✓ Use it to formulate individual objectives

Section 1 – What we do and who we deliver to

The directorate key aims are to create and maintain a high-quality environment where our residents can live and work comfortably and sustainably. We are dedicated to fostering a community that thrives through excellent services, robust infrastructure, and a commitment to environmental stewardship. By prioritising the well-being and satisfaction of our residents and promoting a thriving economy, we aim to build a vibrant, resilient, and inclusive community for all.

The Place Directorate was formed in 2024, bringing together four key service areas. This has created opportunities for closer working, both between these services and with other Directorates. This is alongside ensuring the development of collaborative advantage with a wide range of external stakeholders, from parish and town councils to government agencies and the voluntary sector. The work of the Directorate contributes to the achievement of all four strategic priorities contained in the Council Plan.

The Place directorate includes:

Countryside and Leisure Service

Enhances East Devon's natural environment and cultural ecosystem through conservation and community enrichment. Key strategies include the Culture Strategy 2022-2031 and East Devon Trees, Hedge and Woodland Strategy 2024-2034 and the emerging East Devon Local Nature Recovery Plan 2024-2034. Teams manage local nature reserves, secure enhanced biodiversity and create Nature Recovery Networks, ensure our treescape is protected, support volunteering, deliver district wide public events, manage our arts venues and deliver cultural programs.

Place, Assets and Commercialisation Service

Focuses on place-making and asset management to enhance communities and economy. Develops place-making strategies, secures funding, and manages land and property assets including community asset transfers along with overseeing the District's built asset and wider leisure offering in accordance with the Council's adopted Leisure Strategy and Implementation Plan. The Service also fulfils the Council's statutory responsibilities through delivery of the South East Devon Habitat Mitigation Strategy and the direct delivery of Suitable Alternative Natural Green Space. Promotes sustainable growth including through managing the delivery of major programmes and projects. Prioritises sustainability and collaboration with a wide range of partners.

Planning Strategy and Development Management Service

Aims to deliver sustainable growth and development that meets the housing and employment needs of the community while protecting the natural and built heritage of the district. The team produce the local plan which identifies land for development to meet the identified needs of the district and government set housing requirements as well as setting a policy framework that applications for planning permission are assessed against to ensure that they comply with our growth strategy and meet required standards. Through our economic development function we support jobs and skills growth to develop a thriving economy while through planning obligations we help to fund and deliver infrastructure all to enable sustainable growth. Approved developments are also checked for compliance with building regulations to ensure that they are safe and healthy spaces

StreetScene

Manages and maintains outdoor Council assets and spaces, including public realm, parks and green spaces. Key services include street cleansing, grounds & tree maintenance, beach management, recycling and waste collection, engineering infrastructure projects, fleet management, emergency response work, and event coordination. Focuses on climate impact and high-quality service delivery amidst growing demand.

Place Directorate Structure 2024



page 47

Section 2.1 Supporting the Council Plan

Theme – Homes & Communities (HC)

page 48

Service	Key action	ID	Measure of success	Timeframe
Place, Assets & Commercialisation / Planning	2. Establish a master plan and delivery vehicle for the proposed new community in East Devon, bringing 2,500 new homes by 2040 as part of an allocation of 8,000 homes.	HC7	Completion of Master Plan.	Dec-24
		HC8	Completed business case.	Dec-24
		HC9	Establishment of a delivery vehicle for the delivery of the new community.	Dec-26
Planning	7. Develop and adopt the planning policies in the emerging Local Plan to support the delivery of affordable housing, increase self and custom-build and provide housing for all stages of life.	HC23	Monitor progress on the Local Plan against the Local Development Scheme and project plan.	Jun-25
		HC24	Consultation on the key elements of the draft local.	Jun-24
		HC25	Consultation on final draft of the local plan.	Dec-24
		HC26	Submission of the local plan for examination.	Jun-25

		HC27	Adoption of the Local Plan in the allocated time frame.	Dec-26
Planning	8. Increase our supply of sites for the delivery of new homes by allocating suitable sites through the new Local Plan and granting consents for new homes.	HC28	Achievement of the government's housing delivery test.	Progress to be reported annually
Planning	9. Review and update our policies and procedures on planning obligations and ensure they are communicated with the towns and parish councils.	HC29	Adopt updated procedures.	Dec-24
		HC30	Engagement with Town and Parish Councils on the new procedures and provide training the legislation generally.	Sep-24
Place, Assets & Commercialisation	10. Encourage community asset transfer enabling Town and Parish Councils to take on assets where there is a credible business case.	HC31	Number of applications coming forward and being considered as per adopted Community Asset Transfer procedure since April 2024.	Measure to be reported on half yearly
		HC32	Percentage of applications agreed as per adopted Community Asset Transfer procedure since April 2024.	Measure to be reported on half yearly
Planning / Place, Assets & Commercialisation	11. Produce and implement the Town Centre Masterplan for Cranbrook.	HC33	Masterplan approved and delivery plan in place.	Aug-24
		HC34	Performance against the delivery and action plan and key performance targets.	Progress to be reported annually
Planning	12. Adopt and apply a District Design Guide when considering new applications, to ensure that new developments are designed to a high quality and are locally distinctive.	HC35	Adoption and application of the district design guide.	Apr-25

Place, Assets & Commercialisation	13. Deliver our Leisure Strategy and action plan to improve access for residents to leisure facilities within the district.	HC36	Performance against the Leisure Strategy delivery and action plan and key performance targets.	Progress to be reported quarterly
Countryside & Culture	14. Deliver the Culture Strategy 2022-31 and action plan to improve access to cultural events for our residents.	HC37	Performance against the Culture Strategy delivery and action plan and key performance targets.	Progress to be reported quarterly
Planning	15. Work with and support other public bodies to ensure delivery of infrastructure such as schools, health centres and other facilities.	HC38	Publication of the annual infrastructure funding statement.	To be reported annually
		HC39	Making annual decisions on the spending of CIL monies.	To be reported annually
		HC40	Production of an Infrastructure Delivery Plan.	Dec-24
		HC41	Performance against the Infrastructure Delivery and action plan.	Progress to be reported annually

Theme – Sustainable Environment (SE)

StreetScene	17. Improve our recycling and re-use rates to increase our standing in the national league table from 6th nationally to 5th or higher, working to encourage even more reuse, reduction & recycling amongst our residents.	SE4	Increase position from 6 to top 4 in the national recycling league table.	Measure to be reported on annually
		SE5	Retain number 1 spot for the amount of residual waste our households produce.	Measure to be reported on annually
		SE6	Improve our recycling rate from 60.1%, aiming for 62 plus %.	Measure to be reported on quarterly

		SE7	Reviewing and adapting our service provision to include Government 'Simpler Recycling' legislative changes and collections contract replacement from 2026.	Mar-26
Planning	18. Develop planning policies that are working towards low carbon developments minimising their energy demands and encouraging sustainable travel such as integrated public transport and making walking and cycling the preferred means of travel in new developments.	SE8	Adoption of the Local Plan in the allocated time frame.	Dec-26
		SE9	Investment decision to be agreed.	Sep-24
Place, Assets & Commercialisation	19. Deliver the interconnector project to enable the decarbonisation of the two existing district heating networks through harnessing recoverable heat.	SE10	Large scale carbon savings - up to 17,000 tonnes per year.	Measure to be reported on annually
		SE11	Number of additional connections	Progress to be reported annually.
Countryside	20. Develop and implement strategies to protect important natural habitats and improve bio-diversity.	SE12	Develop and adopt an East Devon Local Nature Recovery Plan .	Dec-24
		SE13	Performance against the East Devon Local Nature Recovery action plan and key performance targets.	Progress to be reported quarterly
		SE14	Develop and adopt an East Devon Tree Strategy.	Mar-25
		SE15	Performance against the East Devon Tree Strategy action plan and key performance targets.	Progress to be reported quarterly
Planning / Countryside	21. Ensure that new housing developments deliver bio-diversity net gain, habitat mitigation and incorporate features to support wildlife and plant life and protect existing habitats.	SE16	Monitor performance of the key performance measure's to be reported to DEFRA.	Progress to be reported annually

Planning	22. Use our planning policies to encourage the re-development of suitable brownfield sites within our urban areas.	SE17	Proportion of new homes being built on brownfield sites.	Measure to be reported on annually
Planning	23. Develop planning policies to ensure that new developments are located so that they are not as susceptible to the impacts of coastal change or flooding	SE18	Adoption of the Local Plan in the allocated time frame.	Progress to be reported annually.

Theme – Resilient Economy (RE)

Planning	24. Develop planning policies that enable our high streets and town centres to adapt to economic change.	RE1	Adoption of the Local Plan in the allocated time frame.	Dec-26
Place, Assets & Commercialisation	25. Utilise the Place & Prosperity Fund along with other external funding sources to deliver investment / place making projects.	RE2	Growth dividend value as a percentage of investment.	Measure to be reported on annually
Planning	26. Develop an Economic Development Strategy and action plan, in consultation with the business community.	RE3	Performance against the Economic Development Strategy action plan and key performance targets.	Progress to be reported annually
Place, Assets & Commercialisation/ Planning	27. Increase the supply of available employment sites and premises by investing to overcome barriers to delivery. Also develop planning policies and allocate land for new employment spaces and retain current employment land.	RE4	Increase in the amount of viable and available employment land in the district to serve existing and projected need, as reported in the annual employment land monitoring report.	Measure to be reported on annually.

Place, Assets & Commercialisation/ Planning	28. Deliver a programme of investments to support the accelerated delivery of new commercial space across the four sites that make up the Exeter and East Devon Enterprise Zone designation.	RE5	Quantum of new floorspace and employment opportunities delivered.	Measure to be reported on annually.
		RE6	Value of retained business rate income.	Measure to be reported on annually.
		RE7	Contribution to achievement of Clean Growth vision	Measure to be reported on annually.
Place, Assets & Commercialisation/ Planning	29. Support the development of Exeter Airport as a hub of a future flight innovation zone to help support the decarbonisation of the aviation industry and the growth of emerging technologies.	RE8	Number of jobs, training and apprenticeship places created.	Measure to be reported on annually
Countryside	30. Adopt the East Devon and Blackdown Hills National Landscape (NL) Management Plans 2025-2030.	RE9	Development and adoption of the Management Plans	Mar-25
		RE10	Performance against the National Landscapes management delivery plan and key performance targets reported on by the National Landscape's Partnerships as part of their annual Business Plan.	Progress to be reported annually
Countryside/Planning	31. Implement the Tourism Strategy to ensure development of high quality, inclusive, and sustainable culture and tourism offers.	RE11	Performance against the Tourism Strategy action plan	Progress to be reported annually
Place, Assets & Commercialisation	32. Delivery of infrastructure projects across the district through Placemaking plans.	RE13	Delivery of the Exmouth Placemaking action plan.	Progress to be reported half yearly

Theme – Quality Services (QS)

Planning	34. Support the production of neighbourhood plans across the district providing technical support and helping communities to access funding.	QS7	Number of made neighbourhood plans per year	Measure to be reported on quarterly
Place, Assets & Commercialisation	37. Adopt and deliver a new Asset Management Strategy to ensure our building are used efficiently.	QS11	Adoption of the strategy	Sep-24
		QS12	Delivery of Asset Management Strategy action plan and reporting of key performance measures	Progress to be reported quarterly
		QS13	Delivery against capital receipts target identified	Measures to be reported quarterly
Place, Assets & Commercialisation	46. Unlocking stalled employment sites owned by us, including, Hayne Lane Honiton, Clyford Road Seaton, Harepath Road Seaton and Cloakham Lawns Axminster.	QS32	Progress will be monitored by the Senior Leadership Team and the Budget Setting & Capital Allocations Panel.	Reported as projects for BSCAP quarterly
		QS33	Performance against key performance targets including workspace and job creation.	Progress to be reported annually.
Place, Assets & Commercialisation	42. Play a leading role in influencing the development of the proposed devolution deal for Devon and Torbay	QS23	Respond to consultation on draft proposals, ensuring key messages are shared across the Devon Districts Forum.	Mar-25
		QS24	Influence terms of reference for proposed Team Devon joint committee and thematic topic groups.	Oct-25
		QS25	Ensure that potential projects feature in the development of an	Jun-25

			investment pipeline with Homes England.	
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Section 2.2 Directorate Objectives - cross directorate objectives / projects

Services involved	2.2 Cross Directorate objectives / projects we will deliver in 2024/25 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date
StreetScene Recycling & Waste, Place Assests and Commercialisation, Housing & Health, Finance, Governance & Legal	<p>1. Recycling & Waste Future Operations Delivery Models – Preparing for and implementing preferred option for contract replacement and future service delivery from July 2026 alongside industry adjustments arising from Environment Act, Collection & Packaging Reforms (CPR) (Simpler Recycling, EPR & DRS) & Emissions Trading Scheme.</p> <p>This initiative will involve collaboration between various council directorates to ensure a comprehensive and cohesive approach to service delivery. The primary objective is to align operations with the Council Plan Priorities, focusing on sustainability and efficiency and providing strategic opportunities regionally.</p> <p>Includes:</p> <ul style="list-style-type: none"> - Considering a detailed business case for preferred option alongside a programme of activity to ensure successful implementation which will be overseen by Member Working Group. 	Implementation budget secured from Transformation Fund, Capital & General fund	Assistant Director – StreetScene / Interim Corporate lead – Recycling & Waste / Recycling & Waste Service Manager	1 Jul 2026

	<ul style="list-style-type: none"> - Changes to Government funding and Scheme Administrator. - Transformation of delivery underpinned by environmental services software, fleet & CORE replacement (Strata business plan). - Review of depot requirements and investment required. - Decarbonisation of fleet & associated infrastructure requirements <p>Phase 1 – Recycling & Waste Anchor contract</p> <p>Phase 2 – StreetScene Operations</p>			
Place, Assets & Commercialisation, Finance, Governance & Legal	<p>2. Review of Leisure Service Delivery – strategic service review in the context of the need to deliver the Leisure Strategy 2021-2031. Requirement to ensure financial sustainability was flagged as part of the recommendations arising from the Corporate Peer Challenge. A series of workshops have been held during 2024. Further work will be undertaken to ensure that a review of options moving forward is supported by a detailed cost benefit analysis. Programme of work will be overseen by Leisure Strategy Delivery Forum.</p>	Budget secured from Transformation Fund to support financial and legal assessment.	Assistant Director – Place, Assets & Commercialisation, Senior Leisure Officer	June 2025 – Review of Options

Planning Strategy & Development Management – all Directorates	<p>3. Local Plan Review – the Local Plan has a key role to play in supporting the realisation of a wide number of the objectives of the Council Plan. The current review will roll planning horizons forward to 2042. There is a strict timetable to ensure that the draft Plan reaches Regulation 19 stage and is submitted to the Planning Inspectorate to be examined under National Planning Policy Framework (Dec. 2023). Key stages are as follows;</p> <ul style="list-style-type: none"> – Regulation 19 consultation – Submission for Examination – Examination hearing sessions – Modifications consultation – Inspector’s report <p>Adoption of the Plan is anticipated by the end of 2026.</p>	Existing budget including reserve for the Examination	Assistant Director – Planning Strategy & Development Management	Submission of Plan for Examination – Autumn 2025
Place, Assets & Commercialisation, Planning, Finance, Governance & Legal	<p>4. Delivery vehicle for the second new town - A key proposal in the draft Local Plan is to bring forward a second new community. This will grow to be an equivalent size to Cranbrook. There is a key driver to apply the learning from the delivery of Cranbrook to date, including in terms of establishing an assertive delivery model from the outset.</p> <p>This objective will see the completion of the business case for a delivery vehicle. Subject to the consideration of this by Cabinet, the delivery vehicle</p>	Budget for the development of the masterplan and business case is included in the Mid Term Financial Plan.	Director of Place, Assistant Director – Planning Strategy & Development Management, Corporate Lead Major Programmes and Projects	Completion of masterplan/business case Summer 2025

	can then proceed to establishment, ideally with the support of national government.			
Place, Assets & Commercialisation, Planning, Finance, Governance & Legal	<p>5. Develop and implement placemaking strategies for key towns – Placemaking plans will help establish a vision for future development and regeneration activity and serve as a road map for creating vibrant, inclusive and sustainable communities. It is vital that these plans are developed in conjunction with key stakeholders. Priorities moving forward are to;</p> <ul style="list-style-type: none"> – Complete the Placemaking Plan and associated delivery plan for Exmouth ensuring that it is endorsed by both Exmouth Town Council and Devon Council. – Support continued delivery against the adopted Devon Place Board Regeneration strategies for Seaton and Axminster. – Develop Placemaking Strategies for Honiton and Ottery St Mary. 		Assistant Director – Place, Assets & Commercialisation Corporate Lead Major Projects & Programmes	<p>July 2025</p> <p>Ongoing</p> <p>March 2026</p>
Place, Assets & Commercialisation – All	<p>6. Implementation of the Asset Management Plan – This will help to ensure that our assets are fit for purpose (performing financially and non-financially), adhere to our climate change commitments, and generate revenue or capital receipts where</p>	Borrowing Revenue and capital receipts	Assistant Director – Place, Assets & Commercialisation	March 2026

	appropriate. The new Asset Management Plan will specifically address the requirement to review the existing Community Asset Transfer procedure to ensure that the Council is successful in divesting itself of assets where there is a compelling business case to do so, reflecting at its core what is best for the communities that use those assets.			
Countryside - All	<p>7. Strategic response to Environment Act BNG & nature recovery – the Council declared a biodiversity emergency in 2023 which followed the climate emergency declaration in 2019. The Environment Act is bringing forward new areas of responsibility that will help to aid nature recovery, such as in relation to biodiversity net gain (BNG). This is alongside ongoing activity to safeguard the integrity of existing habitat sites.</p> <p>In order to bring this activity together a Local Nature Recovery Plan will be developed for East Devon. This will identify the district's priority habitats and species that will form part of a targeted Biodiversity Opportunities Map that can be delivered through BNG contributions. This will enable the creation of an enhanced Nature Recovery Network across the district.</p> <p>The delivery of the East Devon Tree, Hedge & Woodland Strategy (THaWS) 2024-2034 will also nest</p>	<p>BNG contributions</p> <p>S106 contributions</p> <p>Lottery Funds/Nature Recovery</p>	Assistant Director – Countryside & Leisure	Local Nature Recovery Plan – May 2026

	<p>within this objective. This will include working with multiple internal teams to achieve increased tree canopy cover from 21% to 30%; developing a Supplementary Planning Document for Trees; working with local communities to scale up Tree Warden scheme; linking the outcomes of THaWS to EDDC Climate Change Strategy targets.</p>			
All	<p>8. Climate change mitigation and adaptation – the Service has an important role to play in helping to deliver the Climate Change Strategy. This includes in both mitigating carbon emissions and in adapting to the increasing impact of climate change.</p> <p>In relation to mitigation the decarbonisation of our fleet, buildings and operations is a key area of focus. Specific activity will include;</p> <ul style="list-style-type: none"> – Developing a Fleet Decarbonisation plan - Completing an electric/renewable energy fleet plan with assistance from SWEEG, including consideration of charging points and staff payments. – Machinery & procurement – reviewing how emissions associated with our machinery and procurement processes can be reduced – Engineering schemes – reducing the impact of our engineering schemes, for example by 	<p>General fund Capital Programme External funds e.g. from Environment Agency</p>	<p>Assistant Director StreetScene, Assistant Director Place, Assets & Commercialisation, Fleet & Equipment Manager</p>	<p>2025 & timelines as set in Climate Change Action Plan</p>

	<p>seeking nature-based solutions (LORP) or lower carbon coastal protection products.</p> <ul style="list-style-type: none"> – Corporate assets – including through improving energy efficiency and seizing opportunities for renewable energy production – District Heat Networks – through moving forward with the implementation of the Interconnector Project to decarbonise heat networks in the West End of the District <p>In relation to adaptation key projects will include;</p> <ul style="list-style-type: none"> – Bringing forward coastal defence schemes – including Beach Management Plans for Exmouth, Budleigh Salterton, Sidmouth and Seaton – Reviewing standards of protection for coastal defence engineering schemes, alongside consideration of lower carbon engineering, nature-based solutions or coastal change where appropriate. – Reviewing resource and service delivery related to more frequent storms and repairing damage/clean ups and longer active seasons 			
Culture – Governance & Legal, Finance	9. Review of culture provision - undertake a high level review to understand opportunities for improving income generation; to include key teams such as	Transformation Fund	Director – Place	June 2025

	Events, Communications and Strata to identify enabling a corporate approach to marketing, sales and events to customer facing teams.		Assistant Director – Countryside Assistant Director – Streetscene Cultural Producer THG Manager	
Place, Planning, Governance & Legal, Finance	10. Review approach to stewardship – this relates to public amenities coming forward as part of major new development. The review is prompted by the findings of a recent Competition and Market Authority review of the housebuilding market which found significant detriment to residents arising from the rise of private management companies. The review will consider how alternative models can be brought forward that are driven by creating social value whilst still maintaining financial sustainability. This will be developed in a to a new stewardship strategy.	Transformation Fund s106/CIL	Director – Place Assistant Director – Planning	June 2025

Section 2.3 Service level objectives / projects

Service	2.1 Service level objectives / projects we will deliver in 2024/25 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date
PAC/StreetScene	<p>1. Review of depot provision to ensure facilities are in the best locations, incorporate renewable energy, efficiency measures, infrastructure to unlock further service decarbonisation and specifications which are fit for future service provision.</p> <ul style="list-style-type: none"> - Completion of depot review options appraisal - Value engineering and funding review - Investment plan & delivery plan - Oversight by Member working group 	Capital programme & significant investment	<p>Project Manager - PAC</p> <p>Streetscene - Projects Officer</p>	Summer 2025
StreetScene Operations	<p>2. Sustainable management and development of green spaces</p> <ul style="list-style-type: none"> - Development of Managing Spaces for Wildlife Policy to improve Biodiversity, to nest with the Nature Recovery Plan; includes perennial planting, landscape design reviews and trees. - Support and develop Nature Towns and Cities grant application across Place team to improve nature interconnectedness of sites. - Review management practices and machinery to tie into fleet decarbonisation. 	General fund	<p>StreetScene Operations Manager / Parks & Green Space Improvement Officer / Horticulture Technical Officer</p>	<p>Spring 2025</p> <p>Summer 2025 & ongoing/TBC</p>

StreetScene Operations	<p>3. Delivery of an Environmental Services software management system. The project will enable the analysis of work schedules, efficiency and routing of operations. Essential tools to inform future resource requirements to meet demand growth and prove effective operation to achieve government Scheme Administrator payments as part of Simpler Recycling Environment Act requirements.</p> <ul style="list-style-type: none"> - Includes review of bill of quantity, mapping and scheduling information - Incorporation into Strata business case - Review of Operating models and resources following Software project. 	General fund	StreetScene Operations Manager, Projects Officer & Corporate Business Analyst	Spring 2025 – Spring 2026
StreetScene Engineers	<p>4. Protecting communities from coastal and fluvial impacts and providing protection schemes</p> <ul style="list-style-type: none"> - Sidmouth Beach Management Plan (BMP) & Beach Management Scheme (BMS) - Seaton BMP & BMS - Exmouth BMP & Seawall repair - Feniton FAS final phase (Flood Alleviation Scheme) - Budleigh BMP 	<p>Capital programme through BSCAP</p> <p>General fund</p>	Engineering Projects Manager / Assistant Director	<p>Deadlines tracked for each scheme in performance reporting</p> <p>Sidmouth – 26/27</p> <p>Seaton – 25/26</p> <p>Exmouth – 2025</p> <p>Feniton – 24/25</p>

StreetScene R&W	<p>5. Circular Economy package ‘Beyond Recycling’ and Zero waste future communities</p> <ul style="list-style-type: none"> - Review development of Government ‘Beyond Recycling’ guidance and plan service changes to instil circular economy principles into our waste management. - Plan engagement and communications to improve awareness of Refuse, Reduce & Reuse principles, moving waste up the hierarchy and reducing overall waste volumes. - Review options and opportunities for zero waste communities and feed into New Community planning. - 	General fund	Recycling & Waste Service Manager	2025-26 timelines tbc beyond this regarding government policy.
Countryside	6. Delivery of Natural Seaton project – inter tidal habitat creation at southern end of Wetlands, interpretation linking Seaton Jurassic, Tram & Wetlands	HLF Revenue & capital	Countryside Manager	Start March 2025 Completion - TBC
Countryside	7. Adoption and creation of new Local Nature Reserve – Offwell Woods as part of suite of EDDC LNRs; set up new volunteer group, develop events & school programme and link to Nature Recovery targets	Revenue	Countryside Manager	LNR adoption – April 2025 On going management
Countryside	8. Lead the implementation of the Nutrient Neutrality scheme for the River Axe - appointment of project	Defra Nutrient Neutrality Fund Round 2	District Ecologist	Start - March 2025 Completion - 2030

	team, SLA with West Country Rivers Trust to design and deliver nutrient mitigation scheme etc			
Countryside	9. Creation of Clyst Meadows SANGs – implement the design and schedule of works for the site working in collaboration with the Green Infrastructure Manager and Braodclyst Parish Council	S106 Revenue & capital funds	Countryside Manager Green Infrastructure Manager	Start March 2025 Completion TBC
Ecology	10. Creation of habitat scheme for East Devon DC – put in place legals, templates, registration process and site identification.	Revenue	District Ecologist	Start March 2025 Completion TBC as specialist legal advice required
Culture	11. Delivery of Arts Council England – Our Wild & Changing Estuaries project (if successful) working with 3 local museums, local primary & secondary schools in Exmouth, Seaton and Budleigh Delivery of Arts Council England - Create our Space project. Working with young people, delivery workshops, schools workshops, events and attending festivals.	Arts Council England (awaiting) Arts Council England (awarded)	Cultural Producer THG Manager	April 2025 - March 2026 April 2025 – March 2026
Development Management	12. Review the operation of planning enforcement - to ensure that systems and processes are up to date and effective and a co-ordinated approach both within the service and with other service areas is being adopted. This to include likely future demand, for example arising from biodiversity net gain monitoring.	Legal Environmental Health	Development Manager	Summer 2025

Development Management, Planning Policy, Building Control	13. Develop a talent management strategy - to help address recruitment and retention issues and ensure that we have the skilled built environment professionals we need now and, in the future,	Human Resources Finance	Assistant Director	Spring 2025
Development Management	14. Ensure the effective deployment of CIL and s106 monies – this will include design and roll out of new guidance and process for the spend of S106 monies by town and parish councils.	Finance Revenues and Benefits Legal	Development Manager	Spring 2025
Development Management and Planning Policy	15. Improve engagement with Parish and Town Councils – to ensure that they are aware of the work of the service including new legislative requirements. Develop and implement a programme of training and engagement on planning issues.		Development Manager and Planning Policy Manager	On-going
Development Management	16. Enable the delivery of Cranbrook - to work with developers, the community and infrastructure providers to support and enable the continued delivery of the Cranbrook new community including delivery of a fit for purpose town centre, upgrading of the London Road and delivery of schools and other infrastructure alongside homes and jobs.	Legal Place, Assets and Commercialisation	Development Manager and New Communities Manager	On-going

Place, Assets & Commercialisation	17. Deliver outcomes of Public Toilets Review – namely disposal of Category B and C sites with investment in Category A sites alongside delivering Changing Places facilities.	Additional capital funding through BSCAP will be required to complete the CAT A investment works	Assistant Director – Place, Assets & Commercialisation CAT B& C's - Estates Team Lead CAT A's - Property & FM Team Lead	Final disposal of CAT B & C sites by June 2025. Completion of CAT A sites by end of 2026/27.
Place, Assets & Commercialisation	18. Interconnector Project – completion of the full business case enabling a final investment decision to be made. This will then enable the project to proceed to construction which will take circa 18 months to complete.	Project part funded through HNIP Grant / Loan / S106 contribution / Enterprise Zone Grant funding. Additional funding will be required through EDDC borrowing to deliver the project	Corporate Lead – Major Projects & Programmes	Final investment decision Spring 2025 Completed scheme December 2027
Place, Assets & Commercialisation	19. Exmouth Area Country Park – delivery of up to 40 ha of Country Park (Suitable Alternative Natural Greenspace (SANG)) in the Exmouth area	Project fully funded through CIL/ S106 contributions	Corporate Lead – Major Projects & Programmes	Options appraisal will be completed in Summer 2025
Place, Assets & Commercialisation	20. Deliver Playing Pitch Audit– Involves setting strategic context, gathering supply information and views, demand information and views, understanding how sites are being used, develop the current picture	Additional Funding will be required to deliver the action plan.	Assistant Director – Place, Assets & Commercialisation	July 25

	of provision, identifying the key findings and issues, resulting in developing recommendations and action plan.		Senior Leisure Officer	
Place, Assets & Commercialisation	21. Lead delivery of the Enterprise Zone programme - including delivery of projects identified in the refreshed Implementation Plan that support delivery of the EZ sites	Programme fully funded through Enterprise Zone Programme with capital programme of circa £20m	Corporate Lead – Major Projects & Programmes	Delivery of Cranbox scheme – Summer 2025
Place, Assets & Commercialisation	22. Unlocking stalled employment sites – develop a programme of investment to bring forward stalled employment sites in the Council’s ownership including Hayne Lane at Honiton, Cloakham Lawns at Axminster and Harepath Road, Seaton.	Place & Prosperity Fund	Assistant Director – Place, Assets & Commercialisation Corporate Lead – Major Projects & Programmes	March 2026
Place, Assets & Commercialisation	23. Implementation of Office Accommodation strategy	Additional resource likely to be required to deal with disposals/lettings of surplus space	Assistant Director – Place, Assets & Commercialisation Estates Team Lead	Summer 2025
	Service actions relating to climate change	Financial/ corporate resource	Lead Officers	Due Date
Countryside	25. Implementation of East Devon Trees, Hedge & Woodland Strategy 2024 – 2034 that will help enable the planting of new woodland, create new areas of	General Fund	Assistant Director - Countryside & Leisure	On going target linked to the Strategy

	natural regeneration that will help to sequester carbon.		Countryside Manager, Parks & Green Space teams - Streetscene	
THG	26. Carbon literacy training for the team and the continued Climate Conversation programming and focus on the climate emergency through programming, interpretation and building management.	General Fund	THG Manager	Annual programme

Section 3 – What we will measure in 2025-26: Performance targets

Service	3.1 Service performance indicators Also include any performance indicators that support the council plan (Indicators from the plan have been added as a starting point)	Target	How often – monthly, quarterly, bi-annually, annually	Responsible officer
Each Team will produce a score card, that describes the customer journey through the service, including key performance indicators, income maximisation and generation information and a summary/narrative demonstrating the monthly position reasoning with a quarterly and annual position statement provided.				
Place, Assets & Commercialisation	Number of applications coming forward and being considered as per adopted Community Asset Transfer procedure since April 2024.		Half yearly	AD Place, Assets & Commercialisation/ Estates Team Lead
Place, Assets & Commercialisation	Percentage of applications agreed as per adopted Community Asset Transfer procedure since April 2024.	60%	Half yearly	AD Place, Assets & Commercialisation/ Estates Team Lead
Streetscene	Increase position from 6 to top 4 in the national recycling league table.	4 th Nationally	Annually	AD Streetscene / Recycling & Waste Service Manager
Streetscene	Retain number 1 spot for the amount of residual waste our households produce.	1 st Nationally	Annually	AD Streetscene / Recycling & Waste Service Manager

Streetscene	Improve our recycling rate from 60.1%, aiming for 62 plus %.	62%	Annually	AD Streetscene / Recycling & Waste Service Manager
Place, Assets & Commercialisation	Interconnector Project - Large scale carbon savings	up to 17,000 tonnes per year.	Annually	AD Place Assets & Commercialisation
Place, Assets & Commercialisation	Number of additional connections to the district heating network	Up to 4,000 additional homes	Annually	AD Place Assets & Commercialisation
Place, Assets & Commercialisation	Growth dividend value as a percentage of investment.	Quantum of new floorspace delivered, NNDR income	Annually	AD Place Assets & Commercialisation
Place, Assets & Commercialisation	Quantum of new floorspace and employment opportunities delivered through EDDC owned assets.	Quantum of new floorspace delivered	Annually	AD Place Assets & Commercialisation
Planning	Number of made neighbourhood plans per year		Annually	AD Planning Strategy & Development Management
Place, Assets & Commercialisation Service	Estates – Rent Roll / % increase since 1 st April (of that year)	3%	Annual	Senior Estates Surveyor

Place, Assets & Commercialisation Service	Estates – Vacant Assets	Less than 5	6 monthly	Senior Estates Surveyor
Place, Assets & Commercialisation Service	Estates – Capital Receipts (in financial year)	£200,000	6 monthly	Senior Estates Surveyor
Place, Assets & Commercialisation Service	Estates – Instructions to Legal in quarter	More than 15	Quarterly	Senior Estates Surveyor
Place, Assets & Commercialisation Service	Property & FM - % of completed Firmstep maintenance requests in quarter closed	80%	Quarterly	Principal Building Surveyor
Place, Assets & Commercialisation Service	Health & Safety Compliance of General Fund buildings (%)	Less than 8% overdue	Quarterly	Principal Building Surveyor
Place, Assets & Commercialisation Service	Develop new performance targets agreed through new Asset Management Plan		Quarterly	Assistant Director – Place, Assets & Commercialisation
Place, Assets & Commercialisation Service	Business Rate income in Enterprise Zone area		Quarterly	Corporate Lead Major Programmes & Projects

Place, Assets & Commercialisation Service	Deployment of on and off-site measures in relation to Habitat Mitigation Strategy		Quarterly in line with agreed business plan	Corporate Lead Major Programmes & Projects
Streetscene	Average number of days taken to clear Fly tips.		Quarterly	StreetScene Operations Manager
Streetscene	Number of requests for toilet cleaning and maintenance.		Quarterly	StreetScene Operations Manager
Streetscene	Average number of days to respond to requests for toilet cleaning and maintenance.		Quarterly	StreetScene Operations Manager
Streetscene	Number of overdue grass-cutting cases.		Quarterly	StreetScene Operations Manager
Streetscene	Average time taken to deal with overdue grass cutting cases.		Quarterly	StreetScene Operations Manager
Streetscene	Number of street cleaning cases.		Quarterly	StreetScene Operations Manager
Streetscene	Average number of days taken to deal with street cleaning cases.		Quarterly	StreetScene Operations Manager
Streetscene	Review LEQSI EQ index quarterly reports		Quarterly	StreetScene Operations Manager
Streetscene	Number of events (requires Events App or similar software)		Quarterly	Events Officer
Streetscene	Income generation		Quarterly	Events Officer

Streetscene	NI191 Residual household waste in kg per household.	1 st nationally	Annually	Recycling & Waste Service Manager
Streetscene	NI192 Percentage of Household waste sent for reuse, recycling, and composting.	4 th nationally	Annually	Recycling & Waste Service Manager
Streetscene	Number of bin collections missed per 100,000 collections/households (all types – dry recycling and kitchen waste, refuse and garden).	Within contract threshold	Quarterly	Recycling & Waste Service Manager
Streetscene	Recycling & Waste collection contract KPIs. A suite of KPIs: total number of missed collections, total number of container deliveries not completed within 5 working days, total contractor complaints relating to littering & collections.	Within contract threshold	Quarterly	Recycling & Waste Service Manager
Streetscene	Green Waste customers and income	Target 21,600 customers.	Quarterly	Recycling & Waste Service Manager
Streetscene	Capital project delivery through improved project management system (RAG)			Engineering Projects Manager
Streetscene	Percentage of electric vehicles in fleet.	50% by 25/26	Annual	Fleet & Equipment Manager
Streetscene	Carbon reduction figures for EV vehicles, machinery and charge points, seek assistance from Strata for appropriate dashboard/software.	TBC	Annual	Fleet & Equipment Manager
Planning	Number of planning appeals allowed by the Planning Inspectorate contrary to the decision of EDDC	30%	Quarterly	Planning Practice Manager

Planning	Annual Housing Monitoring Report	To maintain a 5 year housing land supply	Annually	Technical Support and Monitoring Officer
Planning	Number of days taken to process local land charges property searches	5 days	Quarterly	Planning Practice Manager
Planning	Percentage of major planning applications determined within 13 weeks (or within an agreed extension of time)	60%	Quarterly	Planning Practice Manager
Planning	Percentage of minor and other planning applications determined within 8 weeks (or within an agreed extension of time)	70%	Quarterly	Planning Practice Manager
Planning	Percentage of planning applications determined under delegated powers.	90%	Quarterly	Planning Practice Manager
Economic Development	UKSPF/REPF spend	All monies spent in year	Annually	Economic Development Manager
Countryside & Leisure	Countryside school visits & events – numbers of groups and numbers of attendees	1,500 educational visit participants and 800 event participants	Annually	Countryside Manager

Countryside & Leisure	Site footfall at Seaton Wetlands	110,000 visitors logged by people counters	Annually	Countryside Manager
Countryside & Leisure	THG footfall, donations and income performance for each exhibition	10,00 visitors	Annually	THG Manager
Countryside & Leisure	THG events – numbers of events and numbers of attendees	150 events – inc Schools Workshops/ Workshops/ Talks/Festivals and Gallery Events 6,000 attendees	Annually	THG Manager

Finance Directorate Plan 2024-28

Version 1.0 April 2025 – March 2026

Director: Simon Davey Director of Finance

Portfolio holder: Cllr Sam Hawkins - Finance

Directorate Plan 2024-2028 (Version 1.0 for year 2025-26)

Contents Page

Section 1	Brief description of (business as usual) service and purpose(s) including directorate structure.
Section 2	Looking forward: <ul style="list-style-type: none">- Supporting the Council Plan- Directorate Objectives – cross service objectives / projects for 2025-26- Service level objectives / projects 2025-26
Section 3	What we will measure in 2025-26: Performance targets

Notes for Director and Assistant Director/Service Leads

When you have completed your Directorate Plan:

- ✓ Save to Directorate Planning 2024-28 – Version 2025-26 Teams folder. Final versions will be placed on the intranet/internet
- ✓ Link it to your Service Scorecards once in place
- ✓ Communicate it to your staff, and sharing with all staff progress and updates on a quarterly/six monthly basis within the directorate
- ✓ Keep it under review – make it a live document which adds value!
- ✓ Use it to formulate individual objectives

Section 1 – What we do and who we deliver to

The directorate key aims are to ensure financial sustainability and overall financial management of the council, helping services to deliver value for money and challenging services to ensure alignment to the financial sustainability model while safeguarding the public purse and prioritising the protection of the most vulnerable in our communities.

The Finance Directorate is critical to the running of the Council and for its residents and businesses. Responsible for the billing, processes and controls involved in collecting over £210m through Council Tax and Business Rates. It ensures the correct treatment and probity of over £100m direct expenditure and income to match and ensures we meet our financial statutory obligations.

The Finance directorate includes:

Revenues, Benefits and Financial Resilience, Corporate Customer Services, Fraud & Compliance

Our primary purpose is to protect and maximise council income, financially support low-income households and to be the main point of contact for council services leading on the corporate customer charter. Our priority is to not only ensure that our performance remains in the top quartile but that we continue to look for how we can drive efficiencies in the way we deliver our services. We have 75,000 Council Tax Accounts and 8,000 business accounts to administer and collect over £210m in Council Tax and Business Rates and a further £10m respect of other balances. We award £19.2m in Housing Benefits and administer £10m in Council Tax Support along with leading on the Council's anti-poverty work. We have an anti-fraud strategy and associated delivery plan where we work to protect the public purse.

Financial Services

Accountancy - Providing financial advice to officers and members of the Council ensuring compliance with statutory regulations and best practice. Budget preparation, monitoring and reporting, Treasury Management, VAT, Statement of Accounts, statutory returns and provision of a financial system and appropriate controls and procedures that operate throughout the Council.

Income & Payments - Administer all EDDC creditor balances, paying council's suppliers and other payments through the Creditor team with over 60,000 payments made annually; administration of the Construction Industry Scheme (CIS). Processing and allocation of all income to the council resulting in over 220,000 transactions (Business Rates, Council Tax, Sundry Debts, Rents, Parking Charges, Benefits Overpayments etc) equating to £702m through the Cashier team.

Carparks Service

We own and manage 52 car park property assets, taking a strategic view of parking provision, whilst exercising fair and proportionate enforcement of parking restrictions across the district. We endeavour to meet the competing parking needs of short and long stay visitors, as well as those of residents, businesses and commuters. The core objectives of car park management are to achieve improved traffic flow, increased road safety, better environmental quality and suitable provision for disabled motorists. However, our car parks also have a role to play in meeting the wider agenda's relating to economic growth, tourism and climate change, which are achieved through bespoke parking offers, seasonal tariffs and the introduction of electric vehicle charging.

Car parking revenue provides an essential contribution to Council finances and we have nearly 5,000 regular permit customers and over 2 million pay and display transactions each year. Car parking spaces are finite and need to be managed to meet the long term aspirations of the Council as well as the future needs of motorists. Working in partnership with neighbouring authorities and the County Council we ensure a fair and consistent approach to parking provision across the region, whilst also allowing access to funding and opportunities to improve long term parking provision in East Devon.

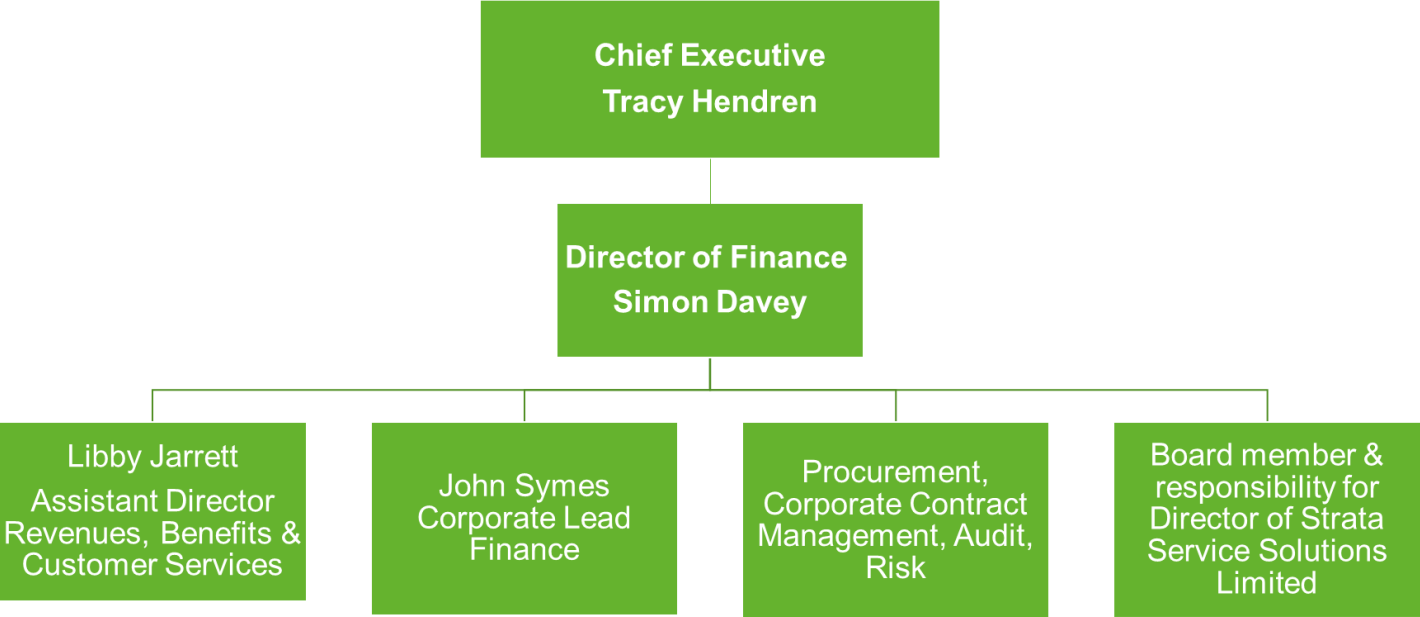
Procurement

Professional procurement advice is currently managed through a Service Level Agreement with Devon County Council Procurement Services. Along with advice this provides the Council with up-to-date guidelines, compliant templates, training, and some direct support on larger procurement projects.

Internal Audit Services

This service is provided through the South West Audit Partnership (SWAP). An Annual Audit Plan is approved through the Audit & Governance Committee, we have 376 days allocated to us which is considered appropriate to gain the assurance required.

Finance Directorate Structure 2024



Section 2.1 Supporting the Council Plan

Theme – Homes & Communities (HC)

Service / Service lead	Key action	ID	Measure of success	Timeframe
Finance and Health	4. Implement the Poverty Strategy and deliver its action plan to support households in financial hardship.	HC14	Update the Poverty Strategy and action plan	by March 2025
		HC16	Reported statistics on the Increase in positive outcomes for household income for applicants.	Measure to be reported on annually
Finance and Health	5. Develop a new Empty Property Strategy to reduce the number of empty properties in the district.	HC19	The Finance directorate element of the Strategy is to increase charges on second homes to the maximum permitted level (100% premium) from April 2025.	April 2025

page 84

Theme – Quality Services (QS)

Finance	35. Implement the Financial Sustainability Model which ensures we understand our service costs and performance to make informed decisions, to drive efficiencies and savings and to protect and maximise income across the Council. This is to ensure the Council continues to balance its budgets (expenditure met by available income).	QS8	Savings/increased income identified to bridge the Councils budget gap - Progress will be monitored by the Senior Leadership Team and the Budget Setting & Capital Allocations Panel. Areas of savings link closely with IT Transformation and Strata Business Plan delivery.	6 mthly progress reports to SLT and BSCAP
		QS9	Service changes to release financial efficiencies monitored at individual level, including public toilets and office accommodation reviews.	6 mthly progress reports to SLT and BSCAP

Finance	39. Implement a customer access strategy to monitor performance, ensure transparency and monitor the performance on key service areas of service delivery.	QS16	Develop corporate performance measures for customer access to key services across all of the different customer access channels.	Mar-25
		QS17	Achieving the identified performance measures	Measures to be reported quarterly
Finance	44. Adoption of a Fraud, Corruption and Compliance Strategy and action plan to safeguard council finance.	QS27	Adoption of the strategy	Mar-25
		QS28	Delivery against the key performance targets identified in the Fraud Strategy action plan.	Progress to be reported half yearly

Section 2.2 Directorate Objectives - cross directorate objectives / projects

page 86

Services involved	2.2 Cross Directorate objectives / projects we will deliver in 2025/26 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date
All Directorates	1. Replacement of the Council's Telephony system and corporate contact centre technology including Omni channels.	Initial budget allocated, future budget implications to be considered.	Strata, Assistant Director Revenues & Benefits, CSC & Compliance and Customer Access Team Manager.	Procurement and migration to Teams 2024/25 Initial implementation of corporate contact centre tech 2025/26 Further development 2026/27
All Directorates	2. Replacement of the Financial System and Income Management System	Budget allocated	Strata / Finance Manager DS151 Officer	Main System build and testing 2024/25 Income Management go live by March 2025 Main System Implementation and service roll out

				council wide 2025/26 Embed and full utilisation 2026/27
All Directorates	3. New procurement legislation to be implemented across the council – training and procedures to be re-written and delivered. Improving the efficiency and effectiveness of procurement practices in services.	Budget allocated	Director Finance / Finance Manager DS151 Officer	By end March 2026
All Directorates	4. Customer charter and performance measures	Within current resources, but will be kept under review	Assistant Director Revenues & Benefits, CSC & Compliance	Implementation by end March 2026 Ongoing monitoring of compliance.
All Directorates	5. Implementation of the updated anti-poverty strategy through the delivery of the action plan.	Within current resources	Assistant Director Revenues & Benefits, CSC & Compliance	Delivering against the action plan in 2025 to 2027
All Directorates	6. Delivery of the action plan for the Fraud Strategy 2024-28	Within current resources	Assistant Director Revenues & Benefits, CSC & Compliance	2024 to 2028
All Directorates	7. Ensure the delivery of the financial sustainability model outcomes to drive a balanced budget. With financial savings reported from the key enablers in particular service reviews and Strata Business plan.	Within current resources approved initiatives to be funded by the Transformation Fund	Director Finance	Ongoing - progress to be reported annually

Section 2.3 Service level objectives / projects

Service	2.1 Service level objectives / projects we will deliver in 2025/26 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date
Directorate wide	1. Action, monitoring and reporting of recommendations from Grant Thornton Audit, SWAP Audits and Peer Challenge Review.	Within current resources, but will be kept under review	Director Finance	The specific recommendations and due dates are recorded and monitored centrally – in time this will be visible for members via the new performance software but in the meantime, reports will be presented committees.
Financial services	2. Meet statutory deadlines for production of accounts and resource the following external audit inspection. Meeting increasing auditing standards and heightened financial risk and accounts complexity.	Within current resources, but will be kept under review	Director Finance / Finance Manager DS151 Officer	Publication of 2024/25 by end June 2025 Audit by 27 th Feb 2026

Revenues & Benefits Financial Services	3. Several initiatives were announced in the Budget (autumn 2024) on reforms to business rates and welfare. We await government details but this is likely to have significant work implications primarily for Revenues & Benefits but could impact other directorates.	Within current resources, but will be kept under review	Assistant Director Rev's, Ben's, CSC & Compliance	TBD
Housing Revenue Account Business Plan	4. Financial support and scrutiny in the development and delivery of the Housing Business Plan.	Within current resources with possible requirement for specialist support.	Finance Manager (Deputy S151)	TBD
Corporate Wide projects such as, CHP, Asset Management, Recycling & Refuse contract, New Town, Leisure Contract.	5. Professional support and guidance including Treasury Management considerations in delivery of these projects. Implication on corporate customer service, anti-poverty and revenues & benefits.	Currently within resources but will need reviewing when details become clear.	Director, AD & Finance Manager	As projects are defined.
Strata Contract	6. Review existing contract arrangements, measures and costs apportionment to ensure meeting best value and Council requirements.	Existing Resources	Director of Finance	2025/26

Section 3 – What we will measure in 2025-26: Performance targets

Service	3.1 Service performance indicators Also include any performance indicators that support the council plan. (Indicators from the plan have been added as a starting point)	Target	How often – monthly, quarterly, bi-annually, annually	Responsible officer
Each Team will produce a score card, that describes the customer journey through the service, including key performance indicators, income maximisation and generation information and a summary/narrative demonstrating the monthly position reasoning with a quarterly and annual position statement provided.				
Revenues and Benefits	Percentage of Council Tax collected	98.5%	Monthly	Council Tax Manager
Revenues and Benefits	Percentage of Non-domestic Rates collected	98.7%	Monthly	Revenues, Fraud & Compliance Manager
Revenues and Benefits	Days taken to process Housing Benefit new claims (based on GB average stat's for 2023/24)	19 days	Monthly	Benefits & Financial Resilience Manager
Revenues and Benefits	Days taken to process Housing Benefit change events (based on GB average stat's for 2023/24)	3 days	Monthly	Benefits & Financial Resilience Manager
Revenues and Benefits	Reduction in Long Term Empty properties - 6 months to 2 years:	Overall reduction	Annual comparison based on Government return data	Assistant Director Revenues & Benefits, CSC & Compliance

Revenues and Benefits	Reduction in Long Term Empty properties - Those that have been empty over 2 years	Overall reduction	Annual comparison based on Government return data	Assistant Director Revenues & Benefits, CSC & Compliance
Revenues and Benefits	Sundry Debtor – outstanding debt over 90 days.	Less than 23% of collectable debit.	Quarterly	Revenues, Fraud & Compliance Manager
Revenues and Benefits	Fraud and Compliance (Income maximisation initiatives)	£100k	Half yearly	Revenues, Fraud & Compliance Manager
Financial Services	Oflog - Total core spending power per dwelling	To be determined – Oflog comparison to be provided.	Annually	Finance Manager
Financial Services	Oflog - Debt servicing as percentage of core spending power	To be determined – Oflog comparison to be provided.	Annually	Finance Manager
Financial Services	Oflog - Total debt as percentage of core spending power	To be determined – Oflog comparison to be provided.	Annually	Finance Manager

Financial Services	Budget Monitoring Position – General Fund, Housing Revenue Account & Capital Program.	3% total variance - Budget/Rsv adopted level.	Quarterly	Finance Manager
Financial Services	Invoice Payments	30 days	Quarterly	Exchequer & Systems Manager
Financial Services	Key Income areas against budget – Council Tax, NNDR, HRA Rental, Car Parks, Treasury Returns & Capital Receipts	Budgeted figures.	Quarterly	Finance Manager

Governance Directorate Plan 2024-28

Version 1.0 April 2025 – March 2026

Director: Melanie Wellman Director of Governance

Portfolio holders: Cllr John Loudoun Council and Corporate Co-ordination, Cllr Sarah Jackson Communications and Democracy, Cllr Geoff Jung Coast, Country and Environment

Directorate Plan 2024-2028 (Version 1.0 for year 2025-26)

Contents Page

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- ✓ Use it to formulate individual objectives

Section 1 – What we do and who we deliver to

The directorate key aims are to deliver high-quality services to our customers, members, and staff, ensuring excellence and professionalism in every interaction. We are committed to providing a robust governance framework that supports and enhances our operations. By offering exceptional services to our internal stakeholders, we enable all departments to deliver cost-effective, high-quality outcomes. As the silent cog in the machinery, we provide the professional support necessary to empower and enable services to thrive.

The majority of our services are back office and provided to the Council (including members and officers) but some of our services are frontline to the public including electoral services, complaints, licensing and freedom of information/data protection and council committee meetings.

The Governance directorate includes:

Monitoring Officer and Returning Officer, ensures that the local authority operates within the law, oversees ethical standards, and manages code of conduct issues among elected members. The Returning Officer is responsible for the conduct of elections, ensuring they are fair and transparent. They manage all aspects of the electoral process, including nominations, polling stations, vote counting, and declaration of results.

HR, Payroll and Equalities, the HR team manages recruitment, employee relations, performance management, and staff development. Payroll handles the timely and accurate processing of employee salaries, benefits, and deductions. The Equalities team ensures compliance with equality legislation, promotes diversity and inclusion, and addresses any workplace discrimination issues.

PA Support to the SLT, Leader and Chair, personal assistants provide comprehensive administrative support to the Senior Leadership Team (SLT), the Council Leader, and the Chair. They manage schedules, arrange meetings, handle correspondence, and ensure smooth communication and workflow within the senior management team.

Legal Services, provide legal advice and support to the council, ensuring that decisions and actions comply with the law. They handle legal disputes, draft and review contracts, and represent the council in legal proceedings. They also advise on planning, property, employment, and commercial matters.

Electoral Services, manage the electoral register and ensure that all eligible residents can vote. They organise local, parliamentary, and European elections, as well as referendums. They also handle postal and proxy voting, voter registration campaigns, and ensure accessibility to the electoral process.

Licensing, issues licenses for activities such as alcohol sales, entertainment, taxi services, and street trading. They ensure that these activities comply with relevant legislation, conduct inspections, and handle complaints. They also work to prevent illegal trading and promote public safety.

Data Protection and Freedom of Information, ensures compliance with data protection laws, safeguarding the personal data held by the council. They handle Freedom of Information (FOI) requests, ensuring that the public has access to information held by the council in accordance with legal requirements.

Corporate Complaints, manages and investigates complaints from the public about council services. They aim to resolve issues efficiently, improve service delivery, and identify areas for improvement. They also ensure that the complaints process is transparent and accessible.

Corporate Performance and Risk, monitors and reports on the council's performance against strategic objectives. They identify and manage risks, ensuring that the council can respond effectively to challenges and opportunities. They also develop performance improvement plans and track progress.

Data and Digital Services, oversee the council's IT infrastructure, data management, and digital transformation initiatives. They ensure that technology supports service delivery, enhance cybersecurity, and promote the use of data for informed decision-making. They also drive innovation through digital solutions.

Communications, manages the council's internal and external communication strategies. They handle media relations, social media, public information campaigns, and crisis communications. They ensure that residents are informed about council services, decisions, and community initiatives.

Democratic Services & Scrutiny and Member Support, supporting the council's democratic processes, including meetings, minutes, and agendas. They ensure that councillors have the resources and information they need to perform their roles. The Scrutiny team examines the council's decisions and policies, ensuring accountability and transparency. They also support councillors in their scrutiny work and engage with the public to ensure their voices are heard.

Governance Directorate Structure 2024

page 97



The Director of Governance is also the Council's Returning and Electoral Registration Officer

Section 2.1 Supporting the Council Plan

Theme – Quality Services (QS)

page 98

Service / Service lead	Key action	ID	Measure of success	Timeframe
Communications and Engagement	33. Increase engagement and communication with residents, tenants and businesses through a variety of channels with a focus on reaching of all the community including those who are digitally disadvantaged. To coordinate marketing and Engagement exercises across the council to ensure consistent media interactions and consultation exercises take place	QS1	Number of consultations carried out and response rates.	Measure to be reported on quarterly
		QS2	Monitoring profile information of the respondents to our surveys.	Measure to be reported on quarterly
		QS3	Improvement of tenant and resident satisfaction results	Measure to be reported on quarterly
		QS4	Numbers of media interactions.	Measure to be reported on quarterly
		QS5	Numbers of visits to our website (Digital and Data team)	Measure to be reported on quarterly
		QS6	Numbers of subscribers to our digital newsletters	Measure to be reported on quarterly.
Democratic Services	38. Conduct a review of our Constitution to ensure that it is up-to-date and legally robust.	QS14	Constitution Working Group established.	May-24
		QS15	Updated Constitution presented to and approved by Full Council.	May-25

Democratic Services	Provide Democratic Services support to all Council committees, Forums, Working Groups and Panel		Calendar of meetings to support the democratic process.	May-25
Communications and Engagement	39. Implement a customer access strategy to monitor performance, ensure transparency and monitor the performance on key service areas of service delivery.	QS16	Develop corporate performance measures for customer access to key services across all of the different customer access channels.	Mar-25
		QS17	Monitoring of the identified performance measures	Measures to be reported quarterly
Communications and Engagement	40. Ensure collaboration and engagement with Town and Parish Councils for district wide partnerships and services.	QS18	Regular engagement sessions with Town and Parish Councils including the provision of training.	Mar-25
		QS19	Undertake a survey with Town and Parish Council's.	Jan-25
		QS20	Development of Parish Charter agreed through partnership working with parish council's.	May 25
HR	41. Develop the Workforce Strategy to ensure we have the right staff in our services.	QS21	Adoption of the Workforce Strategy and action plan.	Mar-25
		QS22	Monitoring of the workforce strategy action plan and key workforce targets	Progress to be reported annually
Digital and Data Team	42. Support the implementation of the Strata Business plan to facilitate digital and data transformation to improve the efficiency of our services.	QS26	Performance against the Strata Business plan action plan and key performance targets	Progress to be reported quarterly
Information Governance	43. Ensure robust oversight in relation to Information Governance (including Data Protection compliance)		Number of Freedom of Information and Data Protection requests responded to within statutory deadlines	Progress to be reports quarterly

Section 2.2 Directorate Objectives - cross directorate objectives / projects

Services involved	2.2 Cross Directorate objectives / projects we will deliver in 2024/25 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date
All directorates	1. Development and monitoring of an action plan to support cultural change. Work is likely to include various task and finish groups to progress specific agreed actions such as customer charter, values and behaviours, performance management, learning and development and communication and engagement (including how we progress the 'ambassador' recommendation from the Peer Challenge)	HR ELT/SLT Employee volunteers who wish to be involved in specific task and finish groups Managers	Director of Housing & Health (Director Sponsor) Corporate Lead – Human Resources	Action Plan agreed by December 24 Progress towards short-term actions achieved by March 2025
All directorates	2. Directors are tasked with reviewing their structures and job roles which may lead to change	HR ELT/SLT Finance	CEO (Sponsor) Corporate Lead – Human Resources	April 2025
All directorates	3. To inform people strategy development, support cultural and structural change and aid resource maximisation, recruitment, retention and succession planning. Build on first iteration undertaken in 2022	HR Finance ELT/SLT	Corporate Lead – Human Resources	Add timescale once know plans for structural change but ideally, we would want at least some workforce planning undertaken before finalise

				people strategy by end March 25
All directorates	4. Improve knowledge and understanding of process for dealing with unreasonable customer behaviour. Review and update procedure for dealing with unreasonable customer behaviour and combine with guidance for staff on the employee safety database	Managers CSC Complaints Team Health and Safety Team HR	Information Governance Manager	April 2025
All directorates	5. Update corporate publication scheme. Ensure that publication scheme is up to date and compliant with transparency code requirements	Information Asset Owners (ADs)	Information Governance Manager	December 2025 – review progress April 2025
All directorates	6. Corporate Performance Monitoring across the authority to ensure we are learning from previous decisions in a 360 degree approach including the implementation of the new corporate system to evidence KPIs', performance against programmes and projects and corporate risks.	Performance & Risk Team ELT/SLT support All services engagement	Corporate Lead Performance / Management Information officer	April 2025

Section 2.3 Service level objectives / projects

Service	2.1 Service level objectives / projects we will deliver in 2024/25 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date
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Democratic Services & Scrutiny	1. Hold an Annual Council meeting to make appointments to Committees, Outside Bodies, Forums, Working Groups and Panels	Current resource	Corporate Lead - Democratic Services	30 May 2025
Democratic Services & Scrutiny	2. To prepare a timetable of meetings for all council committee meetings for 2025/2026 and publish on the Council's website	Current resource	Corporate Lead - Democratic Services	31 March 2025
Democratic Services & Scrutiny	3. To issue and publish a Notice of Key Decisions to be taken by Cabinet and officers in accordance with the Council's Constitution	Current resource	Corporate Lead - Democratic Services	31 March 2025
Democratic Services & Scrutiny	4. To conduct a Member Skills Audit and Satisfaction survey, including timing of council meetings and produce an action plan on the quality of service provided by Democratic Services for 2024/2025	Current resource Member Development Working Group	Corporate Lead - Democratic Services	30 January 2025
Democratic Services & Scrutiny	5. To deliver the eight recommendations in the Scrutiny Action Plan.	Current resource Councillors	Corporate Lead - Democratic Services	30 May 2025
Democratic Services & Scrutiny	6. To deliver an AV solution in Council Chamber, including hybrid solution for remote participation/voting and live streaming of Teams meetings on YouTube, including testing and training of DSO team to operate hybrid meetings and live streaming of Teams meetings.	Current resource Strata Solutions Ltd, Digital Team, Finance, Democratic Services	Corporate Lead - Democratic Services	30 March 2025

Governance	7. Deliver actions in the Information Governance internal audit action plan	Current resource	Information Governance Manager	Review 30 March 2025
HR	8. iTrent – further embedding of data warehouse to support structure chart development, people data and links with MS365.	Current resource HR, Strata Service Solutions Ltd, Digital Team, Finance	Corporate Lead – Human Resources	30 March 2025
HR	9. Decision and actions regarding iTrent developments – move to Cloud or to People First	Current resource HR, Strata Service Solutions Ltd, Digital Team, Finance	Corporate Lead – Human Resources	To be determined
HR	10. Continue recruitment and grow our own projects – year 3 actions	Current resource	Corporate Lead – Human Resources	December 2025
HR	11. Review of leadership and management development offer – for SLT and all managers (linked to cultural work above) to include development around workforce planning/the mechanics of organisational change and resolution of grievances.	Current resource	Corporate Lead – Human Resources	December 2025
HR	12. EDI Action Plan year 2 actions	Current resource HR, ELT/SLT	Corporate Lead – Human Resources	December 2025
HR	13. Implement revised Out of Hours Policy and arrangements	Current resource HR, ELT/SLT	Corporate Lead – Human Resources	March 2025

HR	14. Implement staff benefit improvements e.g. EV cars, AVC salary sacrifice etc	Current resource HR, Finance	Corporate Lead – Human Resources	June 2025
HR	15. Policy & T&Cs review to align with significant employment law changes proposed by the new government	Current resource	Corporate Lead – Human Resources	December 2025
Performance and Risk Team / all services	16. Implementation of the new corporate performance and risk system across the council services.	Current resource and new Project Officer post	Management Information Officer	Timetable to be agreed with supplier
Digital and Data Team / all services	17. Process map library to map current service delivery provision across all services throughout the council.	Current resource	Process Improvement Analyst	March 2026
Digital and Data Team / all services	18. Delivery of End User Computer – new laptop environment to all laptop users, that doesn't use the Global Desktop.	Current resource Strata	Digital Transformation Projects Officer	March 2026
Digital and Data Team / all services	19. Delivery of SharePoint – new cloud-based file storage and information management system to all staff, based on the LGCS.	Current resource Service resource	Digital Transformation Projects Officer	March 2026
Digital and Data Team / all services	20. Re-structure and optimisation of EDDC website for all service pages and content.	Current resource Service resource	Digital Services Officer	March 2026
Digital and Data Team / HR	21. Re-structure and optimisation of EDDC Intranet for all service pages and content.	Current resource HR	Digital Services Officer	March 2026
Complaints/Housing	22. Work specifically to look at trends and themes arising from housing complaints and support the housing service to ensure compliance with the Housing	Current resources	Corporate Lead - Performance	March 2026

	Ombudsman Complaint Handling Code and the Social Housing (Regulation) Act 2023			
Bereavement Services	23. Introduce a new digital software system to record cemetery inspections and to assist the public to self-search for grave identification via the website.	Current resources	Licensing Manager	April 2025
Bereavement Services	24. To implement an increase in the burial fees and charges.	Current resources	Licensing Manager	April 2025
Licensing	25. To implement a fair, consistent, robust method of calculating fare tariff rates for hackney carriage vehicles.	Current resources	Licensing Manager	April 2025
Licensing	26. Full review of all licensing fees and charges for taxi and private hire, street trading, pavement licensing.	Current resources	Licensing Manager	September 2025
Licensing	27. Implementation of a policy for Pavement Licensing.	Current resources	Licensing Manager	September 2025
Licensing	28. Review and consult of the Statement of Licensing, Licensing Act 2003 Policy in line with the 5-year policy cycle, and to introduce a fee for classifying films.	Current resources	Licensing Manager	January 2026
Licensing	29. Implementation of a revised Street Trading policy and a review of existing fees and charges, to introduce an additional fee for holding a Street Trading Consent.	Current resources	Licensing Manager	September 2025
Legal	30. Provide professional legal support for delivery of the Council's key projects	Current resources	Legal Services Manager	Ongoing

Elections	31. Conduct the County Council elections free from legal challenge	Current resources	Elections Manager	May 2025
Monitoring Officer	32. Introduce Gifts and Hospitality Protocols for Officers and Members	Current resources	Monitoring Officer	April 2025
Monitoring Officer/HR	33. To conduct a review of the processes for the declaration of interests for staff	Current resources	Monitoring Officer Corporate Lead Human Resources	April 2025
Legal	34. To complete a Community Governance Review for Cranbrook	Current resources	Monitoring Officer/Legal Services Manager	April 2026
Comms Team	36. Introduction of Corporate Branding Guidelines	Current resources	Corporate Lead Communications & Engagement	Alison Pickering

Section 3 – What we will measure in 2025-26: Performance targets

Service	3.1 Service performance indicators Also include any performance indicators that support the council plan. (Indicators from the plan have been added as a starting point)	Target	How often – monthly, quarterly, bi-annually, annually	Responsible officer
Communications and Engagement	Number of consultations carried out and response rates.	TBA	Quarterly	Corporate Lead Communications & Engagement
Communications and Engagement	Monitoring profile information of the respondents to our surveys.	TBA	Quarterly	Corporate Lead Communications & Engagement
Communications and Engagement	Improvement of tenant and resident satisfaction results	TBA	Quarterly	Corporate Lead Communications & Engagement
Communications and Engagement	Numbers of media interactions.	TBA	Quarterly	Corporate Lead Communications & Engagement
Communications and Engagement	Numbers of visits to our website	TBA	Quarterly	Corporate Lead Communications & Engagement

Communications and Engagement	Numbers of subscribers to our digital newsletters	TBA	Quarterly	Corporate Lead Communications & Engagement
Communications and Engagement	Monitoring of the identified performance measures for the customer access strategy	TBA	TBA	Corporate Lead Communications & Engagement
Information Governance	Number of requests received under FOI/EIR % of FOI/EIR requests responded to within statutory timescales	N/A 95%	Annual Quarterly	Information Governance Manager
Complaints	% of stage 1 complaints responded to within 10 working days – Housing	90%	Quarterly	Information Governance Manager
	% of stage 1 complaints responded to within 10 working days – Non-Housing	90%	Quarterly	
	% of stage 2 complaints responded to within 20 working days – Housing	90%	Quarterly	
	% of stage 2 complaints responded to within 20 working days – Non-Housing	90%	Quarterly	
Complaints	Number of formal Stage 1 and 2 complaints received in last 4 quarters and breakdown by Service Area		Quarterly	Information Governance Manager
Complaints	Number of complaints escalated to the Ombudsman		Quarterly	Information Governance Manager
Democratic Services & Scrutiny	Produce 100% agendas within the statutory timescale	100%	Quarterly	Corporate Lead - Democratic Services
	Issue decision notices within statutory timescale	100%	Quarterly	

Digital and Data Team	Performance against targets set out in the Strata Business Plan		Quarterly	Housing Performance Lead
HR	Headcount and FTE		Part of Personnel Committee people data reports	Corporate Lead – Human Resources
HR	Turnover			
HR	Vacancy rate			
HR	Sickness absence			
HR	Employee feedback			
HR/Finance	Number and cost of agency workers			
HR	EDI data			