

## Service Plan key service objectives for 2021-22 by services

Some objectives are being carried forward from 2020/21 which were not delivered as service areas focused on dealing with the pandemic.

The full service plans 2021/22 are published on our website - <https://eastdevon.gov.uk/council-and-democracy/strategies-policies-and-performance/our-plans/service-plans/>

### Countryside & Leisure Service

Key Service Objectives <i>(please include consultation or procurement activity required)</i>	Financial/ corporate resource	Lead Officers	Start date	End date
<b>1) A greener East Devon (to include any climate change objectives)</b>				
<b>1. Delivery of Wild Honiton project</b> as a local Nature Recovery Network pilot: <ul style="list-style-type: none"> <li>• Target green space improvements to existing EDDC green spaces – wildlife, access and recreational enhancements;</li> <li>• Develop new volunteering opportunities;</li> <li>• Develop links to Honiton’s GP referral and social prescribing programme;</li> <li>• Activate discussions with neighbouring landowners to improve access and circular walks.</li> <li>• Develop engagement activities including art and activity trails and link green spaces with town centre through these trails.</li> </ul>	EDDC funds & S106 funding  HLF bid 2021	Service Lead  Countryside Engagement and Participation  Honiton Town Council	April 2021	March 2023

<p><b>2.</b> The whole Service to contribute to the East Devon’s Public Health Plan and improved health and wellbeing through:</p> <ul style="list-style-type: none"> <li>Established projects delivering health benefits such as Wild Honiton &amp; Wild Exmouth projects, THG outreach programme (funded by Arts Council) and Sport England’s Connecting Actively to Nature</li> <li>Deliver our corporate health and safety training to all staff and ensure we keep our staff safe at work promoting a safety first culture.</li> </ul>	EDDC budget	All Countryside & Leisure teams	April 2021	Ongoing
<p><b>3. Wild Exmouth Heritage Lottery Fund</b> year 3 to deliver:</p> <ul style="list-style-type: none"> <li>Design and deliver Green Space map for each household in the town. Install 4 interpretation boards of this map in key green spaces.</li> <li>Grow the ‘My patch for Nature’ campaign to increase pledged wild space to 2000 sq. metres across Exmouth.</li> <li>Deliver 8 new events and engage 1000 people.</li> <li>Sow and cultivate 2 new wildflower areas</li> <li>Establish pocket tree planting and identify additional areas for Community Tree Planting in Urban environment.</li> <li>Complete second phase of Artist in Residence’s Tree and Orchard Trail, developing 2 more Orchard Locations and provide grafting and pruning workshop for volunteers.</li> </ul>	Exmouth Town Council East Devon DC Heritage Lottery Fund	Countryside Team Leader (People)	April 2021	March 2022
<p><b>4.</b> Countryside volunteer development programme 2021/22:</p> <ul style="list-style-type: none"> <li>Creation of a new volunteer group in partnership with natural England at the Undercliffs National Nature Reserve</li> <li>Creation of a new Wild Honiton volunteer group to help manage green spaces in town</li> </ul>	Countryside budget	Countryside’s Engagement & Participation Officer	April 2021	On going

<ul style="list-style-type: none"> <li>Continue development of new volunteer wetlands warden role and restart paused roles across the team as Covid restrictions ease.</li> </ul>				
<p><b>5. Year 3 of the Sport England Connecting Actively to Nature fund</b> will deliver:</p> <ul style="list-style-type: none"> <li>Develop a further pilot (third stage) with Active Devon for over 55s: Wild swimming x 2 towns TBC along with Outdoor Club in Exmouth. Work with over 50 people and attract funding of £5000.</li> <li>Agree additional funding model and restart Seaton Wetlands Outdoors Club. Attracting additional £1000 of income.</li> </ul>	Sport England's Connecting Actively to Nature fund	Countryside Team Leader (People)	April 2020	March 2021
<p><b>6. Deliver the Sheep's Marsh inter tidal habitat scheme:</b></p> <ul style="list-style-type: none"> <li>Secures and utilises EA capital funds</li> <li>Creates 62,200 m2 of salt marsh habitat</li> <li>Creates additional 150m metres of public access</li> <li>Delivers new improved habitat for wildlife, increasing visitor interest in the south of the site</li> </ul>	Environment Agency capital funds	Countryside Team Leader (Sites)	April 2021	March 2022
<p><b>7. Creation of a new Tram Halt</b> and linking boardwalk to Seaton Wetlands as part of Seaton Tram's Heritage Lottery Fund grant. Will create:</p> <ul style="list-style-type: none"> <li>Additional 10K visitors p.a to Wetlands;</li> <li>Additional 1km of access for all infrastructure as part of commitment to visitors with mobility issues.</li> </ul>	Heritage Lottery Funds	Seaton Tram Service Lead Countryside Team Leader (Sites)	March 2021	June 2021
<p><b>8. Deliver new visitor infrastructure to Seaton Wetlands</b> to enhance visitor experience and monetise the increased footfall:</p> <ul style="list-style-type: none"> <li>Creation of a café offer – concessionary arrangement (Black Hole Marsh hub)</li> </ul>	EDDC capital funds	Service Lead, 2 Countryside Team Leaders	April 2021	March 2022

<ul style="list-style-type: none"> <li>• Installation of contactless payment points and car park machine for donations</li> <li>• Resurface and reimagined car area for visitor information/welcome</li> <li>• Increased septic tank capability for public toilets</li> </ul>				
<p><b>9.</b> Countryside Sites team to maximise grant drawdown for applicable Local Nature Reserves:</p> <ul style="list-style-type: none"> <li>• Collaborative work with AVDCS at Holyford Woods LNR to manage woods – set up a new natural regen project, continue Dormice monitoring project, improve habitat for Devon Greater Horseshoe Bat project and utilise wood products for charcoal initiative.</li> <li>• Delivery of Higher Level Stewardship targets for Trinity Hill LNR to increase heathland restoration area, help improve Dartford Warbler population numbers, introduce new grazing regime using Devon Reds.</li> <li>• Secure Higher Level Stewardship funds at Knapp Copse LNR to deliver habitat and access improvements.</li> </ul>	<p>Axe Vale &amp; District Conservation Society Fund</p> <p>Defra's Higher Level Stewardship grant</p> <p>Holyford Woods Trust Grant</p>	<p>Countryside Team Leader (Sites)</p>	<p>April 2021</p>	<p>March 2022</p>
<p><b>10.</b> Tree team to develop a Tree Strategy that sets out the framework for engaging with climate change, tree wardening and community engagement and tackling pests and diseases.</p>	<p>Countryside budget</p>	<p>Senior Tree Officer</p> <p>Service Lead</p>	<p>June 2021</p>	<p>May 2022</p>
<p><b>11.</b> Provide guidance and technical support to the Routes for Roots project.</p>	<p>Countryside budget</p>	<p>Senior Tree Officer</p>	<p>April 2021</p>	<p>Ongoing</p>
<p><b>12.</b> THG delivers <i>Creative Communities 2021</i> - through exhibitions, public programme and events we invite communities to join us to explore complex issues such as equality and environmental justice, whilst celebrating the importance of individual creative expression and the joy it can bring.</p>	<p>THG budget &amp; external funds</p>	<p>THG Team</p>	<p>April 2021</p>	<p>March 2022</p>

<ul style="list-style-type: none"> <li>• <b>Jan 16 - March 6:</b> Mikhail Karikis' <i>Children of Unquiet</i></li> <li>• <b>20 March – 8 May:</b> <i>In Plain Sight</i> London Group and Thelma Hulbert</li> <li>• <b>22 May – 14 August:</b> Ingrid Pollard</li> <li>• <b>21 August – 23 October:</b> Mike Perry Land/Sea</li> <li>• <b>November – December:</b> Present Maker Delivered in partnership with: Arts Council, Arts Council Collection, University of Exeter and Ffotogallery</li> </ul>				
<p><b>13.</b> Develop and deliver phase 2 of <i>Culture + Climate - the Creative Cabin / Climate Cabin</i></p> <p><b>The ‘Climate Cabin’ programme</b> is a new strand of activity developing against the context of East Devon District Council’s commitment to Devon’s Climate Change Emergency declaration and the University of Exeter’s Declaration of an environment and climate emergency. We wish to explore our complicated relationship with nature, help identify new ways to coexist, and to enable community/individual action.</p> <p>Together with Wild East Devon we will creatively explore the climate emergency through workshops, volunteering opportunities (Climate Ambassadors) and online resources. Working with our partners ANOB, and the University of Exeter we will assist communities to understand complex issues and make real sustainable changes by bringing communities together on a shared challenge.</p>	<p>Heritage Lottery Funds, Artist Rooms</p> <p>East Devon &amp; AONB funds</p>	<p>THG Team/Wild East Devon</p>	<p>April 2021</p>	<p>March 2022</p>
<p><b>14.</b> Develop Phase two of the Abode of Love -enabling an artist of national acclaim to work with schools and groups of young people to develop a public artwork which responds to the site and context of the climate emergency</p>	<p>EDDC and external funding</p>	<p>THG team</p>	<p>April 2021</p>	<p>March 2023</p>

<p><b>15.</b> THG continues to digitize activity, develop audiences and increasing revenue:</p> <ul style="list-style-type: none"> <li>• Donation online</li> <li>• Online workshops and ‘SHORTS’ series</li> <li>• Mini docs – high profile speakers</li> <li>• Shop online – develop business plan, increase lines and embed processes.</li> </ul>	EDDC and Arts Council Funding	THG Team	April 2021	March 2022
<p><b>16.</b> Manor Pavilion theatre to improve its customer experience by:</p> <ul style="list-style-type: none"> <li>• Set up Theatre Club and a theatre volunteer group</li> <li>• Set up new programme of collaborative talks/plenary sessions with THG’s exhibition programme 2021/22</li> <li>• Deliver panto performance in June 2021 by Hot Lock Productions as part of COVID recovery &amp; reimagining performances</li> <li>• Ballet Theatre UK going from strength to strength plan 3 new ballets for 2021/22.</li> <li>• 2021 working with new production company - Complete Theatre Company to produce high profile and commercially successful musical.</li> <li>• Target of 90% advance hiring for theatre for 2020, with target 60% advance bookings for 2021- 2022.</li> <li>• Work with Spectrix to set up donations facility on new on line booking system to launch a ‘sponsor a seat’ campaign to help with refurbishment costs.</li> </ul>	East Devon DC budget	Service Lead & Theatre Manager	April 2021	March 2022
<p><b>17.</b> Support work of EDDC’s Arts &amp; Culture Forum during 2020/21 to:</p> <ul style="list-style-type: none"> <li>• Review EDDC Cultural Strategy 2017-2022 ready for consultation and adoption</li> <li>• Agree and oversee the delivery of a rural touring programme for Villages in Action programme</li> </ul>	EDDC budget	Service Lead – Countryside & Leisure	April 2021	Ongoing

<ul style="list-style-type: none"> <li>• Agree and oversee a programme of funded support for east devon's museums through the SW Museums partnership;</li> </ul>				
<p><b>18.</b> Support the work of the World Heritage Site Partnership, East Devon &amp; Blackdown Hills AONB partnerships:</p> <ul style="list-style-type: none"> <li>• Adoption of the reviewed 2 AONB Management Plans</li> <li>• Provide funds for the delivery of the 2 AONB Business Plans (see <a href="http://www.eastdevonaonb.org.uk">www.eastdevonaonb.org.uk</a> and <a href="http://www.blackdownhillaonb.org.uk">www.blackdownhillaonb.org.uk</a> )</li> </ul>	AONB & WHS funds	Service Lead, AONB Managers, WHS Team	April 2020	
<p><b>19.</b> Support the delivery of EDDC Green Space Plan 2016-2026 and implementation of Corporate policies to deliver:</p> <ul style="list-style-type: none"> <li>• Report to AMF on green space categorisation of sites (CABE guidance) and future resourcing plans</li> <li>• Sites identified for improvements to visitor infrastructure, focus on more wildlife friendly management &amp; for tree planting (EDDC Climate Change Strategy)</li> </ul>	Countryside, Streetscene budgets	Service Lead – Countryside & Leisure + Streetscene	April 2021	Ongoing
<p><b>20.</b> Continue to support the Council's arts development programme:</p> <ul style="list-style-type: none"> <li>• Delivery of the Villages in Action programme ensuring that East Devon's rural communities benefit from high quality cultural &amp; artistic performances.</li> <li>• Continuing to support the South West Museums Partnership which provides important funding for all East Devon's local museums and also access to advice and training.</li> </ul>	Arts Development budget	Service Lead – Countryside & Leisure	April 2021	Ongoing
<p><b>21.</b> Support the work of the LED Monitoring Committee:</p> <ul style="list-style-type: none"> <li>• Ensure that the Service teams help collaborate and support LED's Outreach programme</li> <li>• Inform and support the new 5yr SLA between EDDC and LED</li> </ul>	Corporate budget/LED revenue budget	Service Lead – Countryside & leisure	April 2021	Ongoing

<ul style="list-style-type: none"> <li>• Provide support as Client Lead to the new Committee in terms of providing reports and data</li> <li>• LED Outreach programme incorporated within EDDC's Public Health action plan targets 2021/22</li> <li>• Review capital budget allocations with Service Lead – Place, Assets &amp; Commercialisation</li> </ul>				
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## Environmental Health & Car Parks Service

Key Service Objectives <i>(please include consultation or procurement activity required)</i>	Financial/ corporate resource	Lead Officers	Start date	End date
<b>1) A greener East Devon (to include any climate change objectives)</b>				
To work across the Council to identify opportunities to reduce the impact of our activities including reductions in both commuting and business miles travelled by the implementation of our green travel plan.		AE		
To work with other public and private sector partners to develop electric vehicle charging infrastructure linked to sustainable generation of electricity and on-site storage.		AE		
To continue to explain the links between public health and climate: many activities good for an individual's health are also good for the planet, especially active travel and diet-considerations.		AE/HW		

To continue to contribute items for Comms' Climate Emergency newsletter as requested by Comms and when Comms are ready to proceed with that newsletter.		AE	Ongoing	
Environmental Protection work – advice re bonfires				
Fly tipping and litter control				
Poverty				
Fuel poverty and energy efficiency in owner occupied and rented homes.		JSH	Ongoing	
<b>2) Better homes and communities for all</b>				
To engage and work with residents in filthy and verminous properties.		JSH	Ongoing	
PWS To review; risk assess; sample and enforce on private water supplies so that homes are fit for occupation and have a wholesome and safe water supply.		JSH	Ongoing	
PWS To accredit PWS technical Officer for risk assessments sampling and enforcement		JSH	2021	
PWS To complete and return the required data to the DWI in January.		JSH	January 2021/2022	
To deliver an increased in home improvements and adaptations using the Better Care Fund		JSH	Ongoing	
To license and inspect all houses in multiple occupation and residential caravan sites		JSH	Ongoing	

Increase the use of enforcement powers in the private rented sector to improve housing conditions and tenant safety.		JSH	Ongoing as legislation and guidance is updated	
Landlord Forum - Pro-actively raise our profile with local landlords by attending local landlord forums and directly engaging with managing agents to encourage standards to be raised which in turn will improve the living conditions of people residing in the private sector.  Paused in 2020 due to Covid 19 restrictions. Planned in 2021 in partnership with Exeter and Teignbridge and online via EDDC website.  Use social media to target messaging for tenants and landlords.		JSH	2021	
		JSH	Ongoing	
We will continue to work with the multi-agency Migrant Workers Action Group (MIGWAG) to promote good practice and deal effectively with offences.		ALF	Ongoing	
<b>3) A resilient economy</b>				
We will maintain a level playing field for local businesses by carrying our routine inspections in accordance with risk-based prioritisation.		AE / JSH / ALF	April 2021	March 2022
We will participate in the Heart of the Sothwest's Better Business for All (BBfA) programme by supporting business with a comprehensive range of regulatory compliance advice delivered by suitably qualified and experienced Environmental Health professionals.				
Specifically we will provide regulatory advice in the following circumstances:				

Landlord liaison in private rented sector/ HMO and caravan sites. To engage and work with owners of empty homes to bring back houses into use.		JSH	Ongoing	
We will develop our in house and outsourced training offer in the coming year – to include delivery of coaching, mentoring and seminars. We will develop our local Property Agent Rating Scheme and deliver HHSRS training and seminars.		JSH	Ongoing	
We will review our Environmental Permits to ensure that our permitted installations are being appropriately regulated to minimise environmental pollution.		AE	October 2021	March 2022
We will review and develop our private water supplies sampling offer to business including food businesses/ holiday lets/ and private supplies.		JSH	April 2021	March 2022
We will review our local air quality monitoring data and consider any appropriate action in accordance with the statutory local air quality management regime.		AE	April 2021	March 2022
We will continue to assess the likely impact on new planning and licensing applications on local communities to ensure that the Council determines all such applications only after due consideration of all relevant information.		AE	Ongoing	

4) Services that matter to all of us.				
<p>We will continue to work with the LRF, and the Director of Public Health to ensure that the Council continues to respond to and recover from the COVID-19 pandemic. This will include maintaining our Local Outbreak Management Plan (LOMP) preparedness.</p>		AE/ALF/DW/HW	April 2021	ongoing
<p>Emergency Planning &amp; Business Continuity</p> <p>We will continue to work with the Devon Emergency Planning Partnership to maintain, review and exercise our emergency plan and to ensure that we have plans in place to maintain and recover our services in the event of a major incident or disaster.</p>		AE/DW	April 2021	March 2022
<p>Corporate Health and Safety</p> <ul style="list-style-type: none"> <li>• We will plan to deliver a corporate Health &amp; Safety training programme across all council services, and accurately recorded training undertaken.</li> <li>• We will oversee an annual review of risk assessment documents to ensure that all work activities are covered by a risk assessment that is effective in mitigating risks.</li> <li>• We will review our arrangements for ensuring lone worker safety arrangements to be sure that they are robust and are being applied consistently throughout the organisation.</li> </ul>		AE/ALF	April 2021	March 2022

<ul style="list-style-type: none"> <li>• We will carry out checks to verify that higher risk activities in frontline services continue to be well managed with a Safety First approach.</li> <li>• We will review staff training needs to identify whether anyone needs update training in our health and safety essentials and that everyone knows what to do when: driving for work; engaged in manual handling; dealing with aggression; participating in a fire evacuation; awareness of electrical safety issues in the workplace etc.</li> <li>• We will ensure that all staff including seasonal and temporary workers have a safe place to work in the office, at home and on-site.</li> </ul>				
<p>We will work with the Member Champion for Mental Health to consider the options around an officer role to support the Council’s commitment.</p>	To be identified.	JG / AE	April 2021	September 2021
<p>Apprenticeship Scheme</p> <p>Following difficulties experienced this year in recruiting suitably qualified and experienced Environmental Health Officers and managers, we will explore the option of investing in a new apprentice Environmental Health Officer post.</p>	Budget special item	AE	April 2021	September 2021
<p><b>Public Health</b></p>				
<p><b>COVID-19 Recovery &amp; Response</b></p> <p>Continue involvement with DCC &amp; Shielding Devon team in corona recovery response and preparedness for a second wave of infection.</p>		AE/HW	Ongoing	
<p><b>Public Health Plans</b></p>				

Annual Public Health Implementation Plan – work with Service Leads to identify public health priorities looking forward to 21/22.		HW	Oct 21	Mar 22
Annual review of public health activities – looking back over highlights from 19/20 and 20/21.		HW	Oct 21	Mar 22
Work on one or more public health projects during recovery phase: could include support for national / regional / local activities such as poverty initiatives and/or climate change mitigation, e.g. fuel poverty.		HW	Ongoing	
<p><b>Health messaging</b></p> <ul style="list-style-type: none"> <li>• Continue to scope ways of increasing access to and understanding of reliable health information across East Devon. Worked with colleagues and existing partners and continue to establish new contacts.</li> <li>• To use social media e.g. by tweeting at least one health-related message each week.</li> <li>• To maintain our public health internet presence, identifying and creating appropriate material and managing links to explain topical issues.</li> <li>• To explore opportunities for increased use of pictures rather than words.</li> <li>• To work with Comms and other teams e.g. Housing and/or Licensing to share and distribute relevant messages in a range of formats both print and digital, at least three in the year.</li> </ul>		HW	Ongoing	
<b>Local health/wellbeing issues</b>				

<p>To evaluate appropriate public health issues as they arise and support accordingly. Over the year this could include assisting with one or more of:</p> <ul style="list-style-type: none"> <li>• Poverty [possibly fuel poverty or holiday hunger]</li> <li>• Licensed taxi drivers' health/wellbeing.</li> <li>• Hygiene Banks</li> </ul>				
<p><b>WEB board and health forums</b></p> <ul style="list-style-type: none"> <li>• Attend WEB board and health forums as and when required.</li> <li>• Provide support to the WEB community health &amp; wellbeing board as appropriate within the remits of the Public Health Officer role.</li> <li>• Attend and contribute to their Board meetings throughout the year, facilitating activities e.g. by sharing contacts, identifying relevant evidence to help select suitable activities, and for the foreseeable future maintaining a basic webpage for them.</li> <li>• Attend health forums across the district on an <i>ad hoc</i> basis as requested and contribute to Budleigh Hub's advisory group as appropriate.</li> </ul>				
<p><b>Car Parks</b></p>				
<p>Subject to the outcome of the car parks Task and Finish Forum we propose to increase our car parking fees and charges during 2021. The majority of our charges have not been increased since 2010 and some have been reduced significantly and over that period we have not passed on the increase in VAT (from 15% to 17.5% to 20%).</p>				

<p><b>Car Parks</b></p> <p>We will consult on developing our car parks portfolio during 2021/22 by:</p> <ul style="list-style-type: none"> <li>• Increasing the capacity of Manor Road car park in Sidmouth</li> <li>• Increasing the capacity of the Ham car parks in Sidmouth</li> <li>• Increasing the capacity of Coombe Lane Car Park in Axminster</li> </ul> <p>Subject to outcome of the Car Parks TAFF we propose to consult widely on how our customers would like us to manage the following car parks during 2021/22:</p> <ul style="list-style-type: none"> <li>• The Green (Victory Hall) car park in Broadclyst</li> <li>• School Lane car park in Newton Poppleford</li> <li>• Manor Farm Estate Yard car park in Sidbury</li> <li>• Temple Street car park in Sidmouth</li> <li>• Jarvis Close car park in Exmouth</li> <li>• Upper Station car park in Budleigh Salterton</li> <li>• Brook Road car park in Budleigh Salterton</li> <li>• Church Street car park in Sidford</li> <li>• Coach Park in Seaton</li> <li>• Town Hall in Seaton</li> <li>• Cliff Top, Beer</li> </ul>				
<p><b>Car Parks</b></p> <p>We will work with partners including NHS Property Services, the CCG and Devon County Council to review the way in which our Blackmore Gardens car park, Sidmouth is currently managed and make any appropriate recommendations to Members for a new management regime going forward.</p>				

## Finance Service

Key Service Objectives <i>(please include consultation or procurement activity required)</i>	Financial/ corporate resource	Lead Officers	Start date	End date
<b>1) A greener East Devon (to include any climate change objectives)</b>				
<p>With the assistance of Strata continue to utilise Firmstep to introduce more efficient online process and continue to increase email contact with customers over printing and post.</p> <p>This will be measured by the reduction of print and post and statistics recorded on Firmstep dashboards. Appropriate targets will be defined in individual performance measurers.</p>	Existing resources	Service Lead – Revenues, Benefits, Customer Services, Corporate Fraud & Compliance	In progress	Review progress 6 monthly
<b>3) A resilient economy</b>				
It is likely that work associated with the business grants may continue into next financial year and therefore this work will continue to be prioritised	Within existing resources	Revenues, Fraud & Compliance Manager	Ongoing (Subject to government timelines)	

<p>A new initiative whereby revenues and benefits will share key data on the economy (business data and claim statistics) with Economic Development to support necessary key interventions the team can take to support the residents and business of the District.</p>	<p>Initially within existing resources</p>	<p>Revenues Fraud &amp; Compliance Manager with the Housing Benefit Manager</p>	<p>April 2021</p>	<p>Review 6 mthly</p>
<p>Implement new Breathing Space legislation that comes into force May 2021 that will need to be reflected in the way we manage debts within the Council. The 60 day breathing space will mean all enforcement action halted and interest frozen. We will need to implement changes to our working practices, review our corporate debt policy and ensure contracts/ agreements with Enforcement Agents are updated.</p>	<p>Within existing resources</p>	<p>Council Tax Manager working with Business Rates, Housing &amp; Car Parking Services</p>	<p>May 2021</p>	<p>Review end of 1st quarter to ensure implemented</p>
<p>Implement measures associated with addressing poverty in the District:</p> <ul style="list-style-type: none"> <li>• Review the effectiveness of the Financial Resilience post and determine any further actions required within the remit of the service to support residents.</li> <li>• Review Corporate Debt Policy.</li> <li>• Review funding &amp; delivery arrangements for Money advice.</li> <li>• Implement a common financial statement for capturing income and expenditure so that we have a consistent approach across all services for assessing income and expenditure and to remove barriers for residents in accessing support.</li> </ul>	<p>Initially within existing resources but kept under review due to potentially conflicting priorities</p>	<p>Service Lead – Revenues, Benefits, Customer Services, Corporate Fraud &amp; Compliance</p>	<p>April 2021</p>	<p>Review quarterly</p>

<ul style="list-style-type: none"> <li>• Develop a poverty dashboard drawing upon data from internal systems that are linked to low income households to help support decision making.</li> <li>• Input and implement relevant poverty actions that are agreed by the Poverty panel (subject to resourcing).</li> </ul>				
<p>Take additional measures to support the recovery of our income collection performance across Council Tax, Business Rates and Sundry Debts which has been severely impacted by Covid-19 whilst balancing this against residents and businesses ability to pay. We will need to monitor and review the effectiveness of our action and adapt processes accordingly</p>	<p>Within existing resources</p>	<p>Service Lead – Revenues, Benefits, Corporate Fraud &amp; Customer Services</p>	<p>April 2021</p>	<p>Monthly collection rates</p>
<p><b>4) Services that matter to all of us</b></p>				
<p>Review and develop improved intranet procurement advice and tools to services across the Council</p>	<p>Require admin support but will consider how this can be delivered within Council resources already available</p>	<p>Strategic Lead Finance</p>	<p>April 2021</p>	<p>September 2021</p>

Ensure appropriate framework and advice is given to Council to ensure the Financial Plan is implemented and Balanced budgets are set going forward (2021/22 onwards)	With existing resources	Strategic Lead Finance	April 2021	September 2021
Carry out a review of telephony and reception services within the CSC. This will include reviewing management data to consider how we can better automate the routing of calls, dynamic automated messages, promotion of online services, etc. Alongside this we will also review resources for customer facing roles across the two sites to see how we can create greater efficiencies.	Within existing resources	Customer Services Team Leader (with support and guidance from Revenues Fraud & Compliance Manager with the Housing Benefit Manager)	April 2021	March 2022
Review and improve process of financial monitoring; to provide improved and timelier dashboard reports to the Finance Portfolio Holder and then Cabinet.	Within existing resources	Finance Manager	Now	July 2021
Undertake the statutory requirement of producing the 2020/21 Statement of Accounts, incorporating new accounting standards and their external audit to achieve an unqualified opinion.	Within existing resources	Finance Manager	February 2021	July 2021
Fraud & Compliance and Income generation Initiatives (Income optimisation) – identify additional income to the Council. – Subject to resources  Target of £100K	Within existing resources	Revenues Fraud & Compliance Manager	April 2021	September 2021

## Governance & Licensing Service

Key Service Objectives <i>(please include consultation or procurement activity required)</i>	Financial/ corporate resource	Lead Officers	Start date	End date
<b>1) A greener East Devon (to include any climate change objectives)</b>				
Continued support to the Joint Habitats Committee (with Exeter and Teignbridge)	Service budget	HGL / AW	Started	Ongoing
Review of Taxi Policy to help seek to meet climate change targets and reduce emissions	Service budget	HGL / SS	Started	February 2022
<b>2) Better homes for all</b>				
Continue to secure affordable housing (and other planning benefit) through planning and property transactions.	Service budget	HGL / AW	Started	Ongoing
Support the Strategic Planning Committee in ensuring appropriate strategic policy direction and delivery of CIL regime.	Service budget	HGL / AW	Started	Ongoing
Continue to support the Development Management function in securing the right development in the right place, and taking effective enforcement action against unauthorised and harmful development.	Service budget	HGL / AW	Started	Ongoing
Assist in the review and future role of East Devon Homes Limited	Service budget	HGL	Started	March 2022
<b>3) A balanced economy</b>				

Advise on legal strategy / implementation of major projects (including regeneration) and related processes (internal with external resource where required).	Service budget	HGL / AW	Started	Ongoing
Ensure review of street trading regime charging arrangements.	Service budget	HGL / SS	Spring 2021	Autumn 2021
Deliver licences and consents in accordance with the Licensing and Gambling Policies and enforce where necessary.	Service budget	HGL / SS	Started	Ongoing
<b>4) Outstanding council and council services</b>				
Revising the Cemetery Regulations to ensure an updated and fit for purpose regime for burials.	Service budget	HGL / SS	Started	Summer
Deliver taxi licences in accordance with the Taxi Policy and enforce where necessary.	Service budget	HGL / SS	Started	Ongoing
Review of Taxi Policy	Service budget	HGL / SS	Started	March 2022
Deliver licences and consents in accordance with the Licensing and Gambling Policies and enforce where necessary.	Service budget	HGL / SS	Started	Ongoing
Reduce FOI requests (non-land charges related) by carrying through the Council's stated transparency aims.	Service budget	HGL	Started	Ongoing
Ensure all FOI requests / complaints are responded to within stipulated timescales but with aim of responding significantly quicker on average.	Service budget	HGL	Started	Ongoing
Continue to provide governance and legal advice (especially in relation to new corporate projects and existing major projects) to ensure effective corporate decision making	Service budget	HGL / AW	Started	Ongoing

Provision of strategic legal advice on policy implementation at senior officer / Cabinet briefing level including inputting into and commenting on reports as appropriate.	Service budget	HGL / AW / SH	Started	Ongoing
Ensure implementation of any decision by Council to change its Governance arrangements following the outcomes of the Governance Review Working Party	Service budget	HGL / AW / SH	Started	March 2022
Provision of strategic legal advice on policy implementation at senior officer / Cabinet briefing level including inputting into and commenting on reports as appropriate.	Service budget	HGL / AW / SH	Started	Ongoing
Review the number of Licensing pages on the website	Service budget	Licensing Manager	May 2021	December 2022
Review the Member Induction Programme and continue to develop and progress Member development programme	Service budget	SH	Started	Ongoing
Review of approach to Council meetings (virtual / hybrid / normal - including issues such as electronic voting, speaker queuing, webcasting)	Service budget	HGL / SH	Started	December 2021
Develop an intranet hub to provide easy access to training information on legal issues for other services	Service budget	AW	May 2021	March 2022
Develop and deliver training on governance issues for managers and new starters to ensure compliance with the Council's Constitution	Service budget	HGL / AW	May 2021	Summer 2022

## Growth, Development and Prosperity Service

Key Service Objectives <i>(please include consultation or procurement activity required)</i>	Financial/ corporate resource	Lead Officers	Start date	End date
<b>1) A greener East Devon (to include any climate change objectives)</b>				
Supporting the government’s Green Industrial Revolution through encouraging investment in green technologies and jobs; <ul style="list-style-type: none"> <li>• Develop a pipeline of projects that will support the transition to a low carbon economy</li> <li>• Develop proposals to improve and enhance natural capital</li> <li>• Develop bids to the Green Recovery Fund and equivalent funding sources</li> </ul>	Countryside team, DCC, LEP	Andy Wood	April 2021	March 2022
Deliver the Clyst Valley Regional Park proposals including engaging with key stakeholders and the community; <ul style="list-style-type: none"> <li>• Continue to work with partners to prioritise projects within the masterplan</li> <li>• Identify funding sources to deliver projects within the masterplan</li> </ul>	CIL	Simon Bates	April 2021	March 2022
Engage with landowners and other partners to implement the Clyst Valley Trail proposals including; <ul style="list-style-type: none"> <li>• Finalise alignment and delivery plan</li> <li>• Secure resources and funding</li> <li>• Raise public awareness of the Trail</li> </ul>	DCC, Highways England, National Trust	Simon Bates	April 2021	March 2022
Deliver the Routes for Roots programme working closely with the community and landowners to: <ul style="list-style-type: none"> <li>• secure a network of inter-generational all ability routes that support the delivery of the Clyst Valley Regional Park</li> </ul>	Heritage Lottery Fund	Simon Bates	April 2021	March 2022

<ul style="list-style-type: none"> <li>• deliver additional tree coverage within the Clyst Valley Regional Park</li> <li>• Engage with residents to encourage a greater knowledge and understanding of the local heritage</li> </ul>				
<p>Deliver the South East Devon Habitat Mitigation Strategy including</p> <ul style="list-style-type: none"> <li>• Supporting quarterly meetings of the Habitat Regulations Executive Committee</li> <li>• Implement on site and off sites measures</li> <li>• Provide an annual monitoring report</li> </ul>	CIL/S.106 ECC/TDC	Neil Harris	April 2021	March 2022
Identify, design and help to bring forward proposals for Suitable Alternative Natural Green Space to serve Cranbrook	Cranbrook Team	Neil Harris Simon Bates	April 2021	March 2022
<p>Ensure the large scale delivery of zero carbon development in the West End of the District through ;</p> <ul style="list-style-type: none"> <li>• Agreeing a pathway for achieving zero carbon development</li> <li>• Submitting a bid for Heat Network Investment Programme funding</li> <li>• Engaging with landowners/developers and energy companies to help broker and deliver a solution</li> </ul>	BEIS, University of Exeter	Andy Wood	April 2021	December 2022
<b>2) Better homes and communities for all</b>				
Support the work of the Cranbrook Strategic Delivery Board, ensuring that a range of services and infrastructure are delivered in step with new homes.	DCC/Cranbrook Town Council	Andy Wood	April 2021	March 2022
Complete a review of delivery vehicles to support the implementation of the new Local Plan up to and including the establishment of a Development Corporation.	DCC	Andy Wood	April 2021	March 2022
<b>3) A resilient economy</b>				

<p>Prepare and implement a redundancy response programme including;</p> <ul style="list-style-type: none"> <li>• Working with DWP, DCC and other regional and local partners on the East Devon redundancy response network and the development and coordination of effective county-wide arrangements</li> <li>• Providing up-to-date local intelligence to DCC and DWP about planned or live redundancies in the district</li> <li>• Providing relevant support and guidance to affected companies and individuals on local opportunities for retraining and reemployment</li> <li>• Exploring the potential to develop community based responses</li> </ul>	DCC/DWP	Robert Murray	April 2021	March 2022
<p>Ensure that there is a comprehensive programme to support skills development and employability including;</p> <ul style="list-style-type: none"> <li>• Representation on the steering group support and sponsorship of the Building Greater Exeter (BGE) construction skills and employment programme</li> <li>• Ongoing engagement with the HoTSW Skills Advisory Panel (SAP) to ensure gaps are communicated to education and training providers</li> <li>• Ensuring that East Devon employers are aware and benefitting from the Kickstart Scheme, which provides placements to 16 – 24 year olds</li> <li>• Provide guidance so every employer and placement gets best possible support and maximum value from the scheme Working with providers and employers to ensure that training meets the future employment needs of each placement, directly addressing rising unemployment</li> </ul>	DCC/ECC/DWP	Robert Murray	April 2021	March 2022

<p>Ensure that there is a programme of support for potential inward investment in to the District including;</p> <ul style="list-style-type: none"> <li>• Swift and effective response to all inward investment enquiries</li> <li>• Working in partnership with DIT on foreign direct investment opportunities (FDI), DCC and HotSW LEP on any country and LEP-wide opportunities</li> <li>• Support indigenous and local businesses with expansion plans</li> <li>• Participate in the county-wide Devon Delivers inward investment programme and campaigns.</li> </ul>	DCC/LEP/DIT	Robert Murray	April 2021	March 2022
<p>Establish a business ambassador network with representation from key sectors in the District to help promote both indigenous business growth and inward investment including the development of an East Devon Delivers prospectus.</p>	DCC/Chambers of Commerce/ Business community	Geri Panteva	April 2021	March 2022
<p>Deliver a programme of business support to help underpin post Covid and to adapt to new operating condition;</p> <ul style="list-style-type: none"> <li>• Work with the Growth Hub to support local small and start-up businesses through access to tailored advice and guidance</li> <li>• Consider the introduction of a mentor scheme</li> </ul>	DCC, LEP	Robert Murray	April 2021	March 2022
<p>Promote and support the rural economy including sustainable tourism, responsible agriculture and training opportunities for younger residents.</p> <ul style="list-style-type: none"> <li>• Encourage the development of localised supply chains with our food and drink producers including through Gate to Plate in 2021</li> </ul>	DCC, LEP	Robert Murray	April 2021	March 2022

<ul style="list-style-type: none"> <li>• Support improvements to digital connectivity in the District by liaising with the Connecting Devon &amp; Somerset appointed provider to influence investment plans</li> <li>• Work with the Local Enterprise Partnership to deliver the rural productivity deal and to implement the Tourism Action Zone</li> <li>• Adapt to new funding regimes post Brexit including considering the potential to take forward LEADER type principles</li> </ul>				
<p>Support improvements to digital connectivity in the District by liaising with the Connecting Devon &amp; Somerset appointed provider rural areas and commercial providers to influence investment plans and facilitate infrastructure improvements;</p> <ul style="list-style-type: none"> <li>• Raise awareness of voucher schemes</li> </ul>	DCC	Robert Murray	April 2021	March 2022
<p>Establish a robust policy and delivery framework for grant programmes relating to local and national restrictions. Bring forward and deploy a grant scheme to support economic recovery including encouraging adaptation and innovation.</p>	DCC/Devon LAs/DWP	Robert Murray	April 2021	March 2022
<p>Lead the delivery of the Enterprise Zone programme to accelerate the delivery of new commercial space;</p> <ul style="list-style-type: none"> <li>• Bring forward investment proposals</li> <li>• Manage the investment programme ensuring that key outputs are realised</li> <li>• Support quarterly meetings of the Enterprise Zone Board</li> </ul>	Enterprise Zone/DCC/LEP	Naomi Harnett	April 2021	March 2022
<p>Continue to develop the simplified planning regime in the Enterprise Zone area by bringing forward further Local Development Orders with the support of stakeholders.</p>	Enterprise Zone/Site Owners	Frances Wadsley	April 2021	Mar 2022

Support the delivery of a vibrant town centre for Cranbrook including bringing forward specific investment proposals in conjunction with the One Public Estate programme.	Enterprise Zone/One Public Estate	Naomi Harnett	April 2021	March 2022
Support the development of a sustainable aviation cluster focused on Exeter Airport in line with the ambition set out in the Local Industrial Strategy <ul style="list-style-type: none"> <li>• Work in conjunction with the LEP to develop a High Potential Opportunity offer</li> </ul>	LEP/DCC	Andy Wood	April 2021	March 2022
<b>4) Services that matter to all of us</b>				
Provide intelligence and input to the development of the new Local Plan with a focus on establishing robust, effective and defensible policies and proposals in the following areas; <ul style="list-style-type: none"> <li>• Habitat mitigation</li> <li>• Green infrastructure</li> <li>• Biodiversity net gain – receptor sites</li> <li>• Economic development</li> <li>• Employment sites</li> <li>• Zero carbon development</li> <li>• Energy</li> <li>• Delivery vehicles</li> </ul>	Local Plan team	Andy Wood	April 2021	March 2022
Develop a pipeline of investment ready projects making sure that opportunities to secure external, including new funding streams, is maximised	Place, Assets and Commercialisation DCC, LEP	Andy Wood	April 2021	March 2022
Ensure that key messages and achievements are clearly communicated both internally and externally across a range of media channels through;	Communications	Anne Mountjoy	April 2021	March 2022

<ul style="list-style-type: none"> <li>• Issuing press release</li> <li>• Supporting consultation events and exercises</li> <li>• Providing advice and support on the use of social media</li> </ul>				
Develop and publish monthly Business Newsletters to engage and inform an increased business readership	Communications	Anne Mountjoy	April 2021	March 2022
Raise the profile of the area by developing and implementing a branding strategy for the Enterprise Zone designation	Communications	Anne Mountjoy	April 2021	March 2022

## Housing Service

<b>Section 3 – Looking forward : what we will do in 2021-22 (service objectives)</b>				
<b>Key Service Objectives (please include consultation or procurement activity required)</b>	<b>Financial/ corporate resource</b>	<b>Lead Officers</b>	<b>Start date</b>	<b>End date</b>
<b>1) A greener East Devon (to include any climate change objectives)</b>				
<p>Implement Phase 2 of the #inhoniton project by working with tenants in Honiton to identify areas we can manage differently and re-wild.</p> <p>Identify Housing land for Nature Recovery Networks, re-wilding and wildlife improvement corridors and liaise with tenants to deliver blue heart areas.</p> <p>SWITCH groups to make bug hotels with Countryside to encourage learning and appreciation of the natural world. The educational element links to our carbon reduction commitments.</p>	Housing Review Account funding for Countryside resource	Housing Services Manager	April 2021	April 2022

Invest in the improvement of the communal areas on housing estates, including tree planting and encouraging a greater diversity of wildlife.	Housing Revenue Account	Housing Services Manager	April 2021	Ongoing
Encourage the Creative Cabin from the Thelma Hulbert Gallery visiting Housing estates.	Housing Revenue Account	Housing Services Manager	March 2021	December 2021
Carry out an updated Stock Condition Survey on our Council owned housing stock in order to collate up to date information, including energy performance, and use it to inform a new stock investment programme to decarbonise the Housing assets.  Once the Stock Condition Survey has been completed we will use the data to update and inform the 30 year HRA Business Plan that includes detailed Asset Management considerations.	Housing Revenue Account	Housing Service Lead and Property and Asset Manager	Continue work started in 19/20	Ongoing
Implement the actions contained in the Climate Change Action Plan relating to housing, specifically a phased replacement of heating systems reliant of burning fossil fuels and improved energy efficient homes for tenants.	Housing Revenue Account	Property & Asset Manager	April 2021	Ongoing
Invest in the improvement of the communal areas on housing estates, including tree planting and encouraging a greater diversity of wildlife through re-wilding and nature recovery corridors.	Housing Revenue Account	Landlord Services Manager	April 2021	Ongoing
Lead on the production of a corporate Poverty Strategy aimed at reducing the effects on East Devon residents.	Housing Revenue Account	Service Lead	April 2021	Ongoing
<b>2) Better homes and communities for all</b>				

Produce a new Housing Strategy focusing on how we will deliver our services and how we will increase our supply of housing stock from 2020-2024.	Housing Revenue Account and General fund	Housing Service Lead	December 2020	April 2021
Refresh the Housing Revenue Account Business Plan, incorporating a review of our approach to delivering affordable housing with the aspiration of building more Council housing, as well as delivering climate change actions and new building safety requirements.	Housing Revenue Account	Housing Service Lead	August 2021	April 2022
Meet the increased demand from homeless households and secure suitable temporary and permanent accommodation, supporting households who present with physical and mental health needs, poverty and other issues, to ensure they are able to sustain their tenancies.	General Fund	Housing Solutions Manager	April 2021	Ongoing
Develop the re-use and recycling furniture programme to assist residents with setting up their home, recognising the increasing amount of people arriving in our homes with few possessions.	Housing Revenue Account	Housing Solutions Manager	May 2021	Ongoing
Develop our existing tenancy support and sustainability service who are tasked with pro-actively supporting tenants to maintain tenancies, to include: <ul style="list-style-type: none"> <li>• Budgeting workshops</li> <li>• New tenant induction workshops</li> <li>• New tenancy 'sign up' briefings</li> <li>• Floating Support for vulnerable tenants in sheltered and General Needs housing</li> <li>• Annual visits to all tenants who reside in Council housing.</li> </ul>	Housing Revenue Account	Housing Services Manager	April 2021	Ongoing

Refresh and clearly define our offer of sheltered accommodation ensuring clarity and a commitment to the levels of support that can be offered.	Housing Revenue Account	Housing Services Manager	August 2021	March 2021
Improve void turnaround times and review the Void Standard for properties being relet as part of our Price Per Void contract, and ensure that a suitable lettable standard is achieved for new tenants achieving 'right first time'.	Housing Revenue Account	Property & Asset Manager	May 2021	September 2021
Develop and consult tenants on an EDDC Home Standard that exceeds the Decent Homes Standard and that can be applied to all homes.	Housing Revenue Account	Housing Service Lead	August 2021	October 2021
Ensure that the Key Performance Indicators (KPIs) for the Integrated Asset Management Contract are closely monitored and standards set are met or exceeded.	Housing Revenue Account	Property & Asset Manager	April 2021	Ongoing
Ensure that all of our major building components are loaded onto our asset database, and the database maintained as items get replaced and upgraded.	Housing Revenue Account	Property & Asset Manager	April 2021	Ongoing
Publish a five year planned maintenance and cyclical decoration programme to provide tenants with visibility of planned works.	Housing Revenue Account	Property & Asset Manager	May 2021	Ongoing
Maintain up to date Fire Risk Assessments and publish documents and renewal dates.	Housing Revenue Account	Property & Asset Manager	May 2021	Ongoing
Continue to review and monitor outcomes from the Homelessness Strategy in order to reduce homelessness. Review service delivery and demand at Honiton and Exmouth offices to ensure our triage arrangements and resourcing is 'fit for purpose'.	General Fund	Housing Solutions Manager	April 2021	September 2021
Develop and expand on Year 2 of the Integrated Asset Management Contract to further increase customer satisfaction. Look to implement the first series of social value objectives, review the Handyperson offer and consider the inclusion of the planned works programme under the contract.	Housing Revenue Account	Property & Asset Manager	June 2021	October 2021

Introduce a Programme of Property MOTs.				
Implement a robust process for dealing with Disrepair Claims, ensuring that this is embedded into all team processes. Prepare to meet the requirements of the Homes Fitness for Human Habitation Act.	Housing Revenue Account	Property & Asset Manager	April 2021	Ongoing
Complete and publicise the final phase of the Your Home - Your Wellbeing Project.	Housing Revenue Account	Housing Solutions Manager	June 2021	September 2021
Develop the Axminster Fairshare project working with Tesco in Axminster and Nourish to collect food from the supermarket, cook and freeze it, and distribute to people with an identified need. Aim to do more for rural areas and link with other work e.g. new applicants for Universal Credit who have limited income for the first six weeks.	Housing Revenue Account	Housing Services Manager	June 2021	Ongoing
Identify areas of Housing land that are being used by residents without permission and ensure the appropriate signage is posted at all entrances and exits to prevent future claims of easements over our land.	Housing Revenue Account	Housing Services Manager	August 2021	Ongoing
<b>3) A resilient economy</b>				
Deliver the priorities from the emerging poverty strategy and action plan.	Housing Revenue Account & General Fund	Housing Service Lead	April 2021	Ongoing
Work towards a ratio of 70/30 spend on Planned to Responsive repair works.	Housing Revenue Account	Property & Asset Manager	June 2021	Ongoing

Provide and enable budgeting advice for tenants through our own staff and partner organisations (HomeMaker and CAB) to reduce the incidence of poverty.	Housing Revenue Account	Housing Services Manager	September 2021	Ongoing
Create a comprehensive KPI dashboard of performance information to provide greater visibility of Service health and compliance assurance.	Housing Revenue Account	Housing Service Lead	August 2021	Ongoing
<b>4) Services that matter to all of us</b>				
Deliver Covid-19 Response & Recovery Plans to maintain housing services for tenants.	Housing Revenue Account	Housing Service Lead	April 2021	Ongoing
Review multi-agency and key stakeholder relationships to ensure understanding of processes and information sharing is effective and GDPR compliant.	Housing Revenue Account	Housing Service Lead	August 2021	October 2021
Review the Service against the Social Housing Regulators Standards and ensure that we are fully compliant.	Housing Revenue Account	Housing Service Lead	August 2021	December 2021
Review compliance procedures by an external body to drive continuous improvement.	Housing Revenue Account	Property & Asset Manager	June 2021	October 2021
Develop and introduce mobile/floating support service to assist vulnerable tenants, particularly those with mental health issues, sustain their tenancies.	Housing Revenue Account	Housing Services Manager	April 2021	Ongoing
Improve our approach to safeguarding by implementing the protocol developed for Registered Providers.	Housing Revenue Account & General Fund	Housing Service Lead	April 2021	Ongoing
Embrace the changes anticipated in the Building Safety Act, including the appointment of building safety managers.	Housing Revenue Account	Property and Asset Manager	April 2021	Ongoing

Continue to develop and enhance the Open Housing System in order to continually improve efficiency and the customer's experience of contact with our service. Work alongside colleagues Corporately with the roll out of Firmstep in order to develop and release the tenant portal.	Housing Revenue Account	Housing Service Lead	April 2021	Ongoing
As part of pro-active succession planning, explore the creation of a housing apprentice post that can work across housing teams to support the housing sector as a career path.	Housing Revenue Account & General Fund	Housing Service Lead	April 2021	Ongoing

## Organisational Development

<b>Key Service Objectives (please include consultation or procurement activity required)</b>	<b>Financial/corporate resource</b>	<b>Lead Officers</b>	<b>Start date</b>	<b>End date</b>
<b>4) Outstanding council and council services</b>				
Implement Learning Management System	Corporate resources and budget	Karen Simpkin and OD/Strata Project Team	April 2021	December 2021
Provide HR, employment law advice and organisational design expertise to support 'fit for purpose' and restructuring	Corporate resource	Karen Simpkin/Jenny Summers/Caroline Hall	April 2021	April 2022

Continue to develop existing lagan transactions into Firmstep; reducing cost and creating efficiencies in each process	Firmstep project resources. Finance agreed in 2019/20 budget.	Postholder to be recruited/ Alison Stoneham	Ongoing	Ongoing
Develop 'Knowing East Devon Towns' to supplement Knowing East Devon (this is separate from the working being carried out by the Economic Development Team)	Corporate resource	Joanne Avery	April 2021	September 2021
Develop a revised format for corporate reporting incorporating Power BI dashboards	Corporate resource	Joanne Avery	October 2020	September 2021
Develop a Community Engagement Policy	Corporate resource	Jamie Buckley	April 2021	March 2022
Review the Participatory Budgeting Policy which is used to work with town and parish councils to spend Section 106 monies from new developments.	Corporate resource	Jamie Buckley	April 2021	March 2022

## Place, Assets & Commercialisation

Section 3 – Looking forward : what we will do in 2021-22 (service objectives)				
Key Service Objectives <i>(please include consultation or procurement activity required)</i>	Financial/ corporate resource	Lead Officers	Start date	End date
1) Greener East Devon				

<p>Place &amp; Prosperity Team – Continue to lead on the Seaton Wetlands Link project bringing together a multi-disciplined team to deliver a number of small infrastructure projects that will enable a link up from the Seaton Jurassic/Tramway sites to Seaton Wetlands on foot, cycle and by tram. Specific projects for 2021 will be enabling the delivery of Seaton Jurassic phase 3 (subject to their funding availability) and delivering access into Sheep’s Marsh.</p> <p>This project will contribute to the council’s health and wellbeing agenda by creating a new circular walk/cycle route for visitors to and residents of Seaton, in an attractive natural setting.</p>		Alison Hayward	01/04/2021	June 2021 and quarterly thereafter
<b>2) Better Homes For All</b>				
<p>Estates Team – Deliver the acquisition of increasing numbers of new stock to the HRA using Right To Buy receipts.</p>		Rob Harrison	01/04/2021	31/03/2022
<p>Service Lead - Support Housing Company TAFF to explore opportunities to enable delivery of more social / affordable stock.</p>		Tim Child	01/04/2021	31/03/2022
<b>3) A Resilient Economy</b>				
<p>Place &amp; Prosperity Team - Review the opportunities afforded by existing assets to invest in smaller locally based projects using the Income Plus Fund (or other funding means) where there is the ability to have a catalytic, placemaking and / or economic effect on the locality. Similarly to consider how our assets can be used in the most effective way and that their development potential is evaluated in order to support employment and economic growth. This work relates to the pipeline of projects identified through the covid economic recovery plan for East Devon utilising funding from Business Rates Pool, Discretionary Grant Scheme allocation and RHSSF.</p>		Alison Hayward / Tim Child	01/04/2021	31/03/2022

Place & Prosperity Team – Lead on the implementation of recommendations from the Thriving Towns East Devon Study as part of the One Public Estate programme and working up further feasibility studies of the opportunities identified. Working with partners in other public sector bodies within Devon and the South West to ensure that the District can access regional and sub-regional programmes to deliver projects identified through the OPE work in East Devon.		Alison Hayward	01/04/2021	31/03/2022
Place & Prosperity Team - Lead on the delivery of place making projects involving council assets where there is the opportunity for joint working with neighbouring landowners.		Alison Hayward	01/04/2021	31/03/2022
Place & Prosperity Team – Complete the delivery of the RHSSF project, working with colleagues to ensure that all project outputs are recorded and financial claims made by the deadline required.		Alison Hayward	01/04/2021	31/07/2021
Place & Prosperity Team - to consider how the regeneration of the Queen’s Drive site can incorporate the creative arts into the vision for a new tourism offer for the town. Following a decision by the council on how it wishes to take forward Queen’s Drive phase 3, to follow the appropriate processes required in order to deliver the vision.		TBC	01/04/2021	31/03/2022
Place & Prosperity Team – Provide background information and offer any relevant property related support to the Council’s Events Team or others so that they can deliver a programme of activities/events at Queen’s Drive Space for summer 2021, working within the covid restrictions, following a decision by the Queen’s Drive Delivery Group on what they wish to see delivered on this meanwhile uses site.		Alison Hayward	01/04/2021	31/09/2021
Estates Team – Support existing tenants through response and recovery from the impact of covid on their businesses.		Rob Harrison	01/04/2021	31/03/2022
<b>4) First Class Council, First Class Services</b>				

Estates Team – Complete the review of concessions on Council Land and Beaches to ensure consistency across district and ensure agreements are fit for purpose.		Rob Harrison	01/04/2021	31/03/2022
Estates Team - Adopt a more commercial approach to fees and charges for professional work undertaken. Issue a report to SMT+ with recommendations.		Rob Harrison	01/04/2021	31/07/2021
Estates Team - Use asset data to identify assets which are not fit for purpose or cost effective to retain and develop disposal strategy to generate capital receipts of £150,000 in 2021/2022 year.		Rob Harrison	01/04/2021	01/09/2022
Estates Team – Complete systems thinking review into process for applications to ensure that process is fit for purpose. Issue a report to SMT+ with recommendations.		Rob Harrison	01/04/2021	01/07/2022
Estates Team – Deliver a further £25,000 being a 3% increase in total rent roll from let property (main GF account only using base of 01/04/2020) through adopting an increasingly commercial approach to the management of the portfolio. This recognises more challenging market conditions generally due to covid.		Rob Harrison	01/04/2021	31/03/2022
Property & FM Team –Smarter Working -Incorporate a scheduling system for the Maintenance Technicians as well as the introduction of van stock lists, allowing for a one stop repair. These 2 activities alone will improve productivity by ensuring that jobs are better planned by skillset and location and ensuring more one visit repairs.  Undertake a review to understand and articulate success of both these 2 activities and identify potential for further improvement.		Steve Pratten	01/04/2021	01/06/2021
Property & FM Team – Climate Change - To investigate and introduce measures to reduce hydrocarbon fuel burn involved in buildings, by:		Steve Pratten	01/04/2021	31/03/2022

<ul style="list-style-type: none"> <li>a. Reducing the amount of 'embodied carbon' materials used in a building project.</li> <li>b. Making our buildings more efficient.</li> <li>c. Recycling the materials at the end of a building's life.</li> <li>d. Getting energy from sources other than burning hydrocarbons.</li> <li>e. Offsetting the carbon building content, by saving carbon elsewhere.</li> </ul> <p>Implement a Service wide policy and procedure for a-e above with a report to SMT+ after 6 months on progress made.</p>				
<p>Property &amp; FM Team – Climate Change - To reduce the carbon footprint of the organisation with the installation of more energy efficient lighting and equipment to all of the 9 leisure centres and swimming sites. A report to SMT+ after 6 months on progress made.</p>		Steve Pratten	01/04/2021	31/03/2022
<p>Property &amp; FM Team – Climate Change - To continue with the review of PV array on Council assets such as the 9 leisure centre sites as well as the EDBC and Exmouth Town Hall.</p> <p>Review to be complete by end of May 2021, and installation works commencing on site by end of August 2021. For each site a full business case will be developed to ascertain commercial and economic viability and sustainability before proceeding.</p>		Steve Pratten	01/04/2021	01/09/2021

Property & FM Team – Compliance - To retender all of the corporate compliance contracts for the start of the new financial year, namely 2021/ 2022.		Steve Pratten	01/04/2021	01/05/2021
Property & FM Team – To move away from reactive works towards more programmed works utilising the stock condition data of all buildings, launch a programme of planned maintenance works for all buildings prioritising the immediate required planned works over the next 1, 2 and 3 years of works of some £500,000.		Steve Pratten	01/04/2021	30/09/2021
Property & FM Team – Ensure continued covid secure corporate office buildings.		Steve Pratten	01/04/2021	31/03/2022
Place & Prosperity Team - Asset Devolution. Ensure that the draft Community Asset Transfer policy is consulted on, adopted and rolled out across the District. The Council to proactively approach Parish and Town Councils where there appear to be a credible case for transfer of grouped assets.		Alison Hayward	01/04/2021	31/03/2022

Service Lead – Further embed the adopted Corporate Landlord (Lite) model within the Council to ensure corporate ownership of those assets either managed through Place, Assets & Commercialisation, or managed locally by others.		Tim Child	01/04/2021	31/03/2022
Service Lead - Support HRA in ensuring all housing assets are managed within a corporate asset register. This will ensure that Place, Assets & Commercialisation Service have visibility and input into strategic, transactional and development projects ensuring alignment with the approach already taken for non-housing assets.		Tim Child	01/04/2021	31/03/2022
Property & FM Team – Continue to lead on ensuring corporate oversight and reporting on health & safety matters relating to land and buildings irrespective of responsibility for day-to-day management. Make recommendations and if supported, oversee implementation and ongoing monitoring.		Steve Pratten	01/04/2021	31/03/2022
Place & Prosperity Team – Investing in existing or new assets where there is a strong business case.		Alison Hayward / Tim Child	01/04/2021	31/03/2022
Service Lead – Prepare a new Asset Management Plan for GF stock		Tim Child	01/04/2021	31/03/2022
Service Lead – Ensure that financial performance data of assets informs the new Asset Management Plan but also asset management decision making practices – invest, dispose, repurpose or asset transfer.		Tim Child	01/04/2021	31/03/2022

Property & FM Team – Deliver the Honiton Pool repair and refurbishment project		Steve Pratten	01/04/2021	30/06/2021
Service Lead – Deliver a solution through STRATA to provide Members with asset based data (incl financial) to inform decision making and to support their communities. Dependant on solution this might be concluded sooner.		Tim Child	01/04/2021	30/06/2021
Service Lead – Review Commercial Investment Framework to ensure alignment with the aspirations of the Council and to ensure its effectiveness at supporting economic recovery.		Tim Child	01/04/2021	30/06/2021

## Planning Service

<b>Key Service Objectives (<i>please include consultation or procurement activity required</i>)</b>	<b>Financial/ corporate resource</b>	<b>Lead Officers</b>	<b>Start date</b>	<b>End date</b>
<b>1) A greener East Devon (to include any climate change objectives)</b>				
Work with the corporate strategies on delivering a low carbon future to ensure that the service acts to reduce its carbon footprint.	All teams	Service Lead	On-going	On-going
Develop planning policies through the new Local Plan to deliver zero carbon development, net biodiversity gain and appropriate protection of important habitats and landscapes.	Planning Policy Team	Planning Policy Manager	On-going	On-going

Encourage developers to incorporate fabric measures and energy generation systems to make new buildings as efficient as possible and minimise their carbon footprint.	Development Management	Development Manager	On-going	On-going
To deliver all necessary habitats and flood mitigation measures to mitigate the impacts of developments.	Development Management	Development Manager	On-going	On-going
To provide a responsive and pro-active dangerous structures service to ensure that action is taken against any dangerous structures in a timely manner.	Building Control	Building Control Manager	On-going	On-going
To continue to enforce against unauthorised and harmful developments quickly and effectively.	Development Management	Development Manager	On-going	On-going
To work with the Countryside Team to ensure that trees in the district are appropriately protected and where appropriate action is taken against those undertaking unauthorised and harmful works to protected trees.	Development Management	Development Manager	On-going	On-going
Enable further discussion and debate of proposals for a new national park through a special meeting of Strategic Planning Committee.	Service Lead	Service Lead	On-going	On-going
<b>2) Better homes and Communities for all</b>				
Adopt the Cranbrook Plan DPD and determine planning applications for the expansion areas in accordance with the DPD.	Cranbrook Team	Cranbrook Team Leader	On-going	Spring 2021
Develop planning policies for the new Local Plan that require better quality homes in the district including good design, minimum space standards and greater building efficiency measures.	Planning Policy Team	Planning Policy Manager	On-going	On-going
Revise the Axminster Urban Extension masterplan to consider what elements can be delivered in the absence of external funding.	Service Lead/Development	Service Lead	On-going	On-going

	Management/Planning Policy			
Ensure that all new homes inspected by our building control service are built to appropriate standards ensuring that high quality homes are provided.	Building Control	Building Control Manager	On-going	On-going
Ensure that new developments are required to deliver appropriate levels of open space and promote walking and cycling to deliver better health and wellbeing outcomes.	Development Management	Development Manager	On-going	On-going
Investigate the potential for the wider use of development orders to reduce red tape and pro-actively promote the development of sites.	Planning Policy/Development Management	Planning Policy Manager	On-going	On-going
Enable the delivery of affordable housing, gypsy and traveller pitches, homes for life, self build plots etc to enable our diverse range of housing needs to be met.	Planning Policy/Development Management	Planning Policy Manager/Development Manager	On-going	On-going
To engage fully with communities on planning applications and policies through neighbourhood planning including through the use of social media and a pro-active communications strategy.	Planning Policy/Development Management	Planning Policy Manager/Development Manager	On-going	On-going
To engage with small and medium size builders to understand how we diversify the organisations delivering new homes in the district and in so doing increase delivery rates and deliver a better range and quality of housing that better meets the needs of the district.	Planning Policy	Planning Policy Manager	Spring 2021	End 2021

Continue to engage and support communities in Neighbourhood Planning activities.	Planning Policy	Planning Policy Manager	On-going	On-going
Continue to work with our communities to deliver high quality new and improved play areas, open spaces and sports pitches funded from development proposals.	Development Management	Development Manager	On-going	On-going
Develop planning policies through the new Local Plan and associated guidance to support community led housing initiatives, self and custom build and other housing models that would bring forward a wider range of housing through different delivery models that would better meet the needs of communities in the district	Planning Policy	Planning Policy Manager	Spring 2021	End 2021
<b>3) A resilient economy</b>				
Work with the land owners to develop a masterplan for the Hayne Lane, Honiton employment land allocation in the Local Plan and a plan for its delivery.	Service Lead	Service Lead/Development Delivery Project Manager	Early 21	End 21
Develop planning policies that encourage economic growth and the delivery of jobs alongside new homes.	Planning Policy Team	Planning Policy Manager	On-going	On-going
Continue to support the delivery of regeneration projects within the market towns and major growth in the enterprise zone.	Development Management	Development Manager	On-going	On-going

To work with the Enterprise Zone team to introduce Local Development Orders (LDO's) to reduce red tape for applicants seeking consent on key sites within the Enterprise Zone.	Development Management	Assistant Development Manager	On-going	On-going
Apply planning policy to encourage new high skilled and well paid employment across the district that improves our key sectors and provides a diverse and strong local economy.	Development Management	Development Manager	On-going	On-going
To work with the Cranbrook consortium of developers to promote and enable the development of Cranbrook Town Centre in a way that secures a sustainable economy within the town and meets the communities needs including bringing forward a Cranbrook Town Centre SPD which sets out the Council's vision for the town centre.	Cranbrook Team	Cranbrook Team Leader	On-going	Early Autumn 21
<b>4) Services that matter to all of us</b>				
Increase the market share of the Building Control service with particular emphasis on improving our market share on new housing developments to improve the quality of new homes in the district.	Building Control	Building Control Manager	On-going	On-going
Complete implementation of Microsoft Enterprise to manage tasks within the development management team and enable paperless working.	Development Management	Development Manager/Economy Practice Manager	On-going	Summer 21
To introduce paperless working to planning enforcement through greater use of the document management system, enterprise and mobile devices.	Development Management	Development Manager/Economy Practice Manager	Spring 21	Autumn 21

Continue to work in partnership with our neighbouring authorities within the Greater Exeter area on a non-statutory strategic plan for the area.	Service Lead/Planning Policy	Service Lead/Planning Policy Manager	On-going	On-going
To continue to work to increase the Council's market share in building control plan checking and inspections.	Building Control	Building Control Manager	On-going	On-going
To work across the service to identify any further cost savings or areas where additional income could be generated to help address the Council budget shortfalls.	All teams	All managers	On-going	On-going
Consider how best to provide access to planning documents at a local level including access at town council offices.	Development Management	Development Manager/Economy Practice Manager	Summer 21	Autumn 21
To implement the Personal Search portal held at reception to allow Personal Searchers access to property information without making an appointment at the Council and without officer time being spent on preparing the information ahead of visits.	Local Land Charges	Economy Practice Manager	On-going	Spring 21
To progress the playing pitch strategy in partnership with sports governing bodies and local clubs to support future funding bids for pitch provision and enhancements.	Planning Policy Team	Planning Policy Manager	On-going	Summer 2021

## Streetscene Service

<b>Key Service Objectives (please include consultation or procurement activity required)</b>				
<b>1) A greener East Devon (to include any climate change objectives)</b>				
<b>STREETSCENE OPERATIONS</b>	<b>Financial/ corporate resource</b>	<b>Lead Officers</b>	<b>Start date</b>	<b>End date</b>
<p><b>1. Council Promise</b> - Continue to deliver <b>high quality street cleansing and grounds maintenance services</b> that meet residents' expectations.</p> <ul style="list-style-type: none"> <li>- Actively seek outside contract opportunities and partnership funding for services (such as the Seaton barrow cleaner post 50% funded by Seaton Town Council as this is locally felt to be an important additional resource).</li> <li>- Start discussions with Town &amp; Parish Councils on joint funding of barrow cleaning posts to link with MTFP £65k saving.</li> <li>- Monitor quality standards through Deputy Operations Manager inspections and improvement reports.</li> </ul>	General fund	Service Lead StreetScene/Operations Manager  Deputy Operations Manager	Ongoing	Ongoing
<p><b>2. On-street Recycling</b></p> <ul style="list-style-type: none"> <li>- Procure additional bin lift cleansing vehicles as leases expire to allow efficient emptying.</li> <li>- Monitor contamination levels and report on viability.</li> <li>- Further trials in town centre areas to be determined, following assessment of use at Exmouth.</li> </ul>	General fund	Service Lead – StreetScene/StreetScene Operations Manager	Ongoing	Dec 2021

<p><b>3. Renewable technology for Council vehicle fleet:</b></p> <ul style="list-style-type: none"> <li>- Investigate options for changing from ICE vehicles to renewables on larger fleet such as mechanical sweepers, 3.5 tonne and recycling &amp; waste fleet.</li> <li>- Continue to move small vans to electric as leases expire. 10 more in 2021, to add to the 15 on fleet already.</li> <li>- 25% of fleet to be electric by summer 2021.</li> <li>- Trial at least 1 electric 3.5 tonne tipper vehicle to test range limitations and carrying capacity, with further 3.5tonne vehicles switched to electric in 2023/24</li> <li>- Complete installation of stage 1 charging infrastructure at Camperdown &amp; Manstone Depots.</li> <li>- Plan charging infrastructure requirements for operations across the district, including future stage 2 expansion for 3.5 tonne fleet.</li> <li>- Longer term planning/technology appraisal for Recycling &amp; Refuse fleet renewal in 2026, to include investigations of depot infrastructure requirements.</li> </ul>	<p>General fund, capital programme and £108k of climate change action plan budget earmarked for vehicles.</p>	<p>Service Lead - StreetScene</p>	<p>Ongoing</p> <p>TBC 2021</p>	<p>Ongoing</p> <p>Aug 2021</p> <p>2024</p>
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<p><b>4. Electric alternatives to ICE equipment (strimmers, blowers, hedge cutters)</b></p> <ul style="list-style-type: none"> <li>- Reviewing annual tender requirement for annual strimmer/blower and powered hand tool replacements and switching over 60% to electric equipment from internal combustion engine (ICE). Continue annually.</li> <li>- Continue to review technology for other items such as pedestrian mowers and plan for further electric substitutions, so that the majority of this equipment is electric by <b>2023</b></li> <li>- Show the environmental and HAV benefits of switching.</li> </ul>	<p>General fund revenue replacements</p> <p>May require climate change budget supplement.</p>	<p>Service Lead – StreetScene / Operations Manager</p>	<p>Sept 2020</p>	<p>May 2021</p>
<p><b>5. Review of chemical usage</b></p> <ul style="list-style-type: none"> <li>- Investigate and trial more sustainable alternatives to herbicides for weed control.</li> <li>- Reduce the use of glyphosate and other chemicals by undertaking an audit of use and analysis of alternatives across sports pitches, green spaces and public realm areas.</li> <li>- Produce report to Cabinet on alternatives to include withdrawing from weed spraying in some areas, including Highways around town centres which we do although not our remit.</li> <li>- Cost physical alternatives and project resourcing requirements.</li> </ul>	<p>General fund</p>	<p>StreetScene Operations/Deputy Operations Manager</p>	<p>April 2021</p>	<p>April 2022</p>
<p><b>6. Health &amp; Wellbeing events, Fitness Licences &amp; social prescribing</b></p> <ul style="list-style-type: none"> <li>- Ensure all major parks/public realm areas have an event or engagement activity during the year which offers opportunities for health &amp; wellbeing.</li> </ul>	<p>General fund</p>	<p>Operations Manager / Events Officer / Green Spaces Officers</p>	<p>Ongoing</p>	<p>April 2022</p>

<ul style="list-style-type: none"> <li>- 5 ways to wellbeing – Connect, Give, Take notice, Keep learning &amp; be active.</li> <li>- Support our Public Health Officer in setting up or compiling a network of friends of groups in our parks and open spaces within towns.</li> <li>- Publicise the list so GPs and others can use it to prescribe social activity in outside spaces with volunteers.</li> <li>- <b>Fitness licence.</b> Set out a fitness licence procedure and agree this through a Portfolio Holder report. Allowing the proper administration of those operating fitness classes on our land, with a reduced fee to help support this kind of use, but control locations.</li> </ul>			<p style="text-align: right;">Sept 2020</p>	<p style="text-align: right;">And annually</p> <p style="text-align: right;">April 2021</p>
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<p><b>7. Improve our sustainable management of green spaces/rewilding to help protect the environment and meet Climate Change Action Plan aims. Building on our adopted Green Space Plan Natural Green Space Policies 1 and Nature Recovery Network approach:</b></p> <ul style="list-style-type: none"> <li>- Continue improving the range of areas managed sensitively for wildlife and biodiversity, including reduced grass cutting and meadow creation where appropriate. Use the Wilder Britain wildlife trusts case studies document as a guide.</li> <li>- Help to set up and participate in a Nature Recovery Network working group.</li> <li>- Carry out the agreed recommendations from the Sept 2020 Cabinet report on nature recovery.</li> <li>- Map sites for re-wilding and discuss through project group, including at least 1 per town.</li> <li>- Consult/communicate with friends of groups and residents.</li> <li>- Improve habitat conditions for wildlife</li> <li>- Prioritise the joining up of natural green space, to improve connectivity for species; support the development of Nature Recovery Networks to protect and restore wildlife, and provide opportunities to re-introduce species.</li> <li>- Support the Wild Exmouth and Wild Honiton projects on land we manage through sympathetic maintenance schedules.</li> <li>- Converting bedding plant areas to sustainable beds/shrubberies. One large area per year.</li> <li>- Set out the principles of re-wilding and sustainable management practices on webpages and in other information including signage to communicate the initiative to the public.</li> <li>- Supporting the <b>Blue Heart Campaign</b> and informing the public through social media about less intense grass management.</li> </ul>	<p>General fund</p>	<p>Green Spaces Officers / Operations &amp; Deputy Operations Manager</p>	<p>Ongoing</p>	<p>As plan TBC</p> <p>Review April 2022</p>
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<p>– Woodland creation - Work with Countryside to explore woodland creation opportunities (as opposed to planting schemes) on a bigger landscape scale that achieve significant carbon sequestration benefits, consider the use of underutilised green spaces managed by EDDC to provide woodland creation scale habitat.</p>				
<p><b>8. Seaside Awards and Blue Flag</b> – Apply for Blue Flag retention at Exmouth and Sidmouth in 2021 and Seaside awards for Sidmouth, Seaton and Budleigh following another year of excellent water quality results.</p> <p>Continue work at Seaton to reach Blue Flag criteria (we have the water quality but need to meet other quality/infrastructure criteria too). Seaside awards help prepare us for Blue Flag application.</p>	<p>General fund</p>	<p>Beach Safety Officer</p>	<p>Ongoing</p>	<p>May 2021</p>

<p><b>9. Beach lifeguards at Sidmouth</b></p> <p>Work with Sidmouth lifeboat to support them in setting up beach lifeguards for Sidmouth, finalising the contract of service arrangements as agreed previously (prior to covid).</p>	<p>SLB funding and general fund staffing</p>	<p>Beach Safety Officer</p>	<p>Ongoing</p>	<p>March 2021</p>
<p>10. Apply for <b>Green Flag awards</b> at Connaught Gardens Sidmouth, Manor Gardens Exmouth and Seaford Gardens Seaton..</p> <p>Improve management plan of the The Glen, Honiton and aim for a Parks Award 2021/22 working towards green flag status in the future.</p>	<p>General fund</p>	<p>Green Spaces Officers</p>	<p>Jan 2021</p>	<p>Sept 2021</p>
<p>11. Complete the <b>Beach Amenity Development plan</b>.</p> <p>The plan will detail how we can better manage our beach amenity asset, and how we can improve it for the future, incorporating health &amp; wellbeing opportunities, carbon reduction and will link to the Green Space Plan Beach &amp; Foreshore policies 1-8, and Beach Management Plans (where appropriate).</p>	<p>General fund</p>	<p>Beach Safety Officer/Deputy Operations Manager</p>	<p>Ongoing</p>	<p>Sept 2021</p>
<p><b>RECYCLING &amp; WASTE</b></p>	<p><b>Financial / corporate resource</b></p>	<p><b>Lead Officers</b></p>	<p><b>Start date</b></p>	<p><b>End date</b></p>

<p><b>12. Council Promise – Recycling &amp; Waste</b></p> <p><b>Continue work to maintain and build on a recycling rate of 60.5%</b> so it becomes our annual rate, striving to be in the top 10 Local Authorities in England for recycling.</p> <p><b>Continue participation initiatives and provide advice and education to help our residents reduce waste; Reduce, Refill, Reuse initiatives and advice on plastic reduction.</b></p> <p>Reduce, Re-use &amp; Recycle:</p> <ul style="list-style-type: none"> <li>- Provided advice and guidance to help keep the amount of residual waste residents produce the lowest in the country.</li> <li>- <b>Targeted publicity campaigns and social media to improve participation and reduce waste sent for disposal.</b></li> <li>- Include in all engagements advice on waste reduction.</li> <li>- Help to publicise the circular economy and reduce, reuse, recycle through resident participation schemes and the Clean Devon doorstep/schools education programme.</li> <li>- Run a campaign to focus on unauthorised waste bin capacity; use Member feedback to target extra bins. Removing these along with advice on waste reduction will greatly assist our reduce, reuse, recycle aims and help encourage recycling.</li> <li>- Investigate if bulky household waste, e.g. furniture can be delivered directly to Housing team to store and distribute to housing tenants.</li> </ul>	<p>General fund &amp; MTFP growth areas.</p> <p>general fund</p>	<p>Service Lead – StreetScene / Recycling &amp; Waste Contract Manager</p>	<p>2017</p> <p>Ongoing</p>	<p>2026</p> <p>Review March 2022</p>
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<ul style="list-style-type: none"> <li>- Explore links to Devon County Council's reuse of furniture for Housing tenants, to see if we can access FoC.</li> <li>- Maintain and improved our rate by: Running participation projects, focussing on areas with lower recycling participation or specific materials such as Food Waste and use of service videos.</li> <li>- <b>Enhanced use of social media and videos about the service to communicate with residents; include importance of waste reduction/circular economy/reduce, reuse, recycle.</b></li> </ul>				
<p><b>13. Prepare for Government Resources Strategy &amp; Environment Bill changes</b></p> <ul style="list-style-type: none"> <li>- Respond and adapt recycling service to take account of changes to the Environment Bill. Consultation taking place in Jan 2021.</li> <li>- Respond to DEFRA consultations on Environment Bill, Extended Producer Responsibility and Deposit Return Scheme.</li> <li>- Form a working group with Suez to discuss <b>contract changes, tipping point 2</b> and contract change event re-negotiation, adaptation to Environment Bill changes and report to Recycling &amp; Waste Partnership Board.</li> <li>- Team Leader FTE required to allow capacity for these changes and service growth (property count 72,000+)</li> <li>- Likely to include addition of plastic film 2022. Key changes to service 2022, expected all changes in place by 2023/24.</li> </ul>	<p>General fund &amp; MTFP growth.</p> <p>Addition of 1 FTE team leader linked to this.</p>	<p>Recycling &amp; Waste Contract Manager / Service Lead - StreetScene</p>	<p>Ongoing</p> <p>Jan 2021</p> <p>Jan 2021</p>	<p>Summer 2021</p> <p>2023/24</p> <p>Sept 2022</p>

				2023
<p><b>14. Green Waste</b></p> <ul style="list-style-type: none"> <li>- Achieve target of 15,000 green waste bins, helping improve our recycling rate and capture of green waste (removing from residual stream) in 2021/22.</li> <li>- Deliver an income of over £170k to help offset the costs of the recycling &amp; waste service (depends on crew requirement).</li> <li>- Investigate publicity of circular economy element of green waste to compost and whether residents can access the compost.</li> </ul>	£170k income	Recycling & Waste Contract Manager	Ongoing	Aug 2022
<p><b>15. Recycling &amp; Waste Electric Vehicles</b></p> <ul style="list-style-type: none"> <li>- Investigate options for low carbon alternatives of Suez fleet to tie in with 2026 contract renewal.</li> <li>- Plan costs and logistics required to inform decisions for new contract and fleet renewal and depot infrastructure requirements.</li> <li>- Review electric vehicles such as Romaquip electric. Romaquip available by March 2021 @£275k vs £140k for an ICE version.</li> </ul>	Future capital bids TBC	Recycling & Waste Contract Manager	Sept 2020	2026 as part of new contract.
<p><b>16. Following the trial of Developer Charges</b> for household recycling &amp; rubbish receptacles, report the results to the Recycling &amp; Waste Partnership Board with a recommendation not to progress. Without a legislative base through CiL, we could only charge householders where developers don't pay. We don't believe this is the right approach.</p>	General fund impact of unrealised income £40k	Recycling & Waste Contract Manager	Sept 2020	Jan 2021

<b>ENGINEERS</b>	<b>Financial / corporate resource</b>	<b>Lead Officers</b>	<b>Start date</b>	<b>End date</b>
<p><b>17. Innovative Flood and Coastal Resilience Programme funding bid</b></p> <ul style="list-style-type: none"> <li>- Engineers to bid for coastal and fluvial Devon wide funding to trial innovative flood and coastal solutions which would provide protection but with a reduced environmental or climate impact.</li> </ul> <p>To include:</p> <ul style="list-style-type: none"> <li>- Innovative flood bench design for Sidmouth</li> <li>- Offshore underwater geotextile sand defence</li> <li>- Sandsavers for sand accretion at Exmouth.</li> <li>- Upstream tree planting in areas such as Beer, where limited space for coastal schemes.</li> </ul>	EA funding	Engineering Projects Manager	Sept 2020	Bid by Jan 2021
<p><b>18. Support the delivery of the Lower Otter Restoration Project (LORP)</b></p> <ul style="list-style-type: none"> <li>- Provide staff resource to assist with the delivery of this project, including access agreements to our land (through Property, Place and Assets team).</li> <li>- Farmland to salt marsh to improve attenuation/coastal flooding resilience naturally.</li> <li>- Amendments to our through beach flap valve drainage.</li> </ul>	Staff time  Potential maintenance saving from flood alleviation budget.	Engineering Projects Manager	Ongoing	Review Dec 2021  Into 2022

<p><b>19. Play Strategy linked to our adopted Green Space Plan to improve outdated sites, ensure appropriate provision and introduce play space and ‘play along the way’ micro parks.</b></p> <p>Included in the strategy will be long term maintenance and refurbishment programme for our existing sites and plan in the use of S106 funds for these and ongoing maintenance where possible.</p> <ul style="list-style-type: none"> <li>- Implement GSP Children &amp; Young People’s space policies 1-4.</li> <li>- Members have requested the strategy includes a debate around who should provide play sites, where and how they are funded in the future.</li> <li>- Consultation before completion if changes significantly affect service delivery.</li> </ul>	General fund	Engineering Projects Manager & Senior Engineer	1 <sup>st</sup> draft complete Nov 2020	May 2021
<p><b>20. Asset inspections</b></p> <ul style="list-style-type: none"> <li>- Continue annual inspections of high priority sites, bridges and coastal defences.</li> <li>- Improve procedure to schedule repairs for issues identified, to include investigation of a suitable software solution allowing onsite input removing double handling of data and leading to a comprehensive cost schedule for future repairs.</li> <li>- Progress BCR for PSS live extension modules to include the Parks/Open Spaces and Car Parks.</li> </ul>	General fund  Capital bids for resulting works.  Strata resource.	Engineering Projects Manager & Engineering Assistant	Ongoing  Jan 2020	Ongoing  Jan 2022
<p><b>21. Sidmouth &amp; East Beach Management Plan Scheme</b></p> <ul style="list-style-type: none"> <li>- Plan and deliver the Sidmouth &amp; East Beach Management Scheme (based on the working option from the Beach Management Plan).</li> </ul>	Capital project	Engineering Projects Manager / Service Lead, Streetscene &	Ongoing	Exact timescales TBC



<p><b>22. Feniton Flood Alleviation Scheme</b></p> <ul style="list-style-type: none"> <li>- Review the economics model for the project to achieve a greater degree of grant funding, to meet the increased project costs as outlined in the July 2020 Cabinet report.</li> <li>- Submit updated economics to the EA for approval.</li> <li>- Continue working with Network Rail to deliver the under track crossing.</li> <li>- Deliver phase 3 &amp; 4 to complete the Feniton flood alleviation scheme.</li> </ul> <p>Tender phase 4 works in early 2021</p>	Capital project	Engineering Projects Manager & Service Lead - Streetscene	Ongoing  Aug 2020	2022  Feb 2021
<p><b>23. Whimple Flood Alleviation Scheme</b></p> <ul style="list-style-type: none"> <li>- Update business case and economics to include railway damages and review project funding.</li> <li>- EA resource now appointed to move the project along.</li> <li>- Refine scheme design and conduct community engagement before tender of construction works mid 2021 for construction of the flood relief culvert during 2022.</li> </ul>	Capital project	Engineering Projects Manager	Ongoing	Last quarter  2022
<p><b>24. Exmouth Tidal Defence Scheme</b></p> <ul style="list-style-type: none"> <li>- EA Scheme to be completed in 2021 when final designs and road layout issues approved/carried out.</li> <li>- Continue to work with the Project Lead at the Environment Agency to complete the construction of the scheme.</li> <li>- Complete communications and future logistics of gate operation, following Oct Cabinet report EDDC will operate road gates.</li> </ul>	Capital project  General fund for gate operation and maintenance.	Engineering Projects Manager  Service Lead – Streetscene  Operations Manager	Ongoing  Jan 2021	Summer 2021 – early 2022

<p><b>25. Seaton Beach Management Plan</b></p> <ul style="list-style-type: none"> <li>- Continue work to close the £150k partnership gap, including submission of a Local Levy funding application.</li> <li>- Submit Outline Business Case to Environment Agency for approval and access to FDGiA (flood defence grant) funding.</li> <li>- Plan for tendering of works and construction.</li> </ul>	Capital project	Engineering Projects Manager  Service Lead - Streetcene	Ongoing	2022
<p><b>26. Exmouth Beach management/recharge</b></p> <ul style="list-style-type: none"> <li>- Direct award initial scoping study for Exmouth beach amenity recharge to consultant to allow for a meaningful capital budget to recharge/manage the amenity beach as set out in the Exmouth BMP for the 2020s.</li> <li>- Form a stakeholder group, and agree scope of beach works for Exmouth.</li> <li>- Tender for and carry out future capital works.</li> <li>- Prepare a budget estimate for Exmouth BMP review (which should take place every 5 years).</li> </ul>	General fund & capital project	Engineering Projects Manager	Mid 2021  Sept 21  2022  2023  Sept 22	2022  April 22  2023  2024  April 23
<p><b>27. Axmouth Harbour maintenance</b></p> <ul style="list-style-type: none"> <li>- Repoint northern section of harbour wall</li> </ul>	Capital project	Junior Engineer	March 2022	TBC

<p>– Resolve drainage issue on stone track to south.</p>				
<p><b>28. Various car parks maintenance projects, existing and new capital bids:</b></p> <p>a) Consult with regulators and complete outline design and tender of an extension to the Imperial Recreation Ground car park, Exmouth.</p> <p>b) Resurface Lyme Kiln car park – Budleigh Salterton.</p> <p>c) Beer cliff top car park access road</p> <p>d) Resurface Lace Walk car park – Honiton</p> <p>e) Resurface Mill St - Sidmouth</p> <p>f) Resurface Phear Park access road, and create new (non-chargeable) parking area.</p> <p>g) Extend Seaton Jurassic car park to create additional bays, and reduce Streetscene grounds maintenance. Ensure compatibility with wider area.</p> <p><b>Use of lower carbon construction whenever possible.</b></p>	<p>Capital projects</p>	<p>Junior Engineer</p>	<p>b) June 2020</p> <p>c) May 2020</p> <p>d) May 2020</p> <p>As per Initial Project Proposal Document (IIPD) submitted to BSCAP</p>	<p>a-f) 2022</p> <p>g) Subject to Regeneration Team's works</p>
<p><b>29. Various play area replacements</b></p> <p>Capital replacement of play areas (existing and new bids) which have reached the end of their service life at well used sites on EDDC land and continue the important provision of high quality, free to use play which encourages Health &amp; Wellbeing in our communities and is an important asset for many.</p> <p><b>Play areas:</b></p>	<p>Capital projects &amp; s106</p>	<p>Senior Engineer</p>	<p>As per Initial Project Proposal Document</p>	<p>2022</p>

<ul style="list-style-type: none"> <li>- Lime Kiln – Budleigh Salterton – <b>*New bid</b></li> <li>- Liverton Copse – Exmouth - *</li> <li>- Jerrard Close – Honiton - *</li> <li>- Pale Gate Close – Honiton - *</li> <li>- Baker Close – Sidmouth - *</li>   <li>- The Crescent, Exmouth</li> <li>- Greenway Lane, Budleigh Salterton</li> <li>- Butts Close, Honiton</li> <li>- Millwey, Axminster – s106 funded project</li> </ul> <p><b>Skate Parks:</b></p> <ul style="list-style-type: none"> <li>- Phear Skatepark expansion – Exmouth. Submitted as a s106 bid (part of online vote) and capital bid as a secondary measure.</li> </ul> <p><b>Parks:</b></p> <ul style="list-style-type: none"> <li>- Brixington Open Space Enhancement – Exmouth. Submitted as a s106 bid (part of online vote) and capital bid as a secondary measure.</li> </ul>			(IIPD) submitted to BSCAP	
<p><b>30. Various capital asset maintenance projects details as IPPD:</b></p> <ul style="list-style-type: none"> <li>a) Exmouth Gunfield Gardens - replacement of fall safety fence</li> <li>b) Exmouth plantation cliff stabilisation and safety works</li> <li>c) Exmouth groyne concrete repair</li> <li>d) Phear Park shelter</li> </ul>	Capital projects	Senior Engineer / Junior Engineer	Ongoing a) October 2020 b)October 2020	2022 a) February 2020

<ul style="list-style-type: none"> <li>e) Cliff maintenance works from inspections – Sidmouth, Seaton and Beer.</li> <li>f) Bridge maintenance works resulting from bridge inspection on various bridges across east devon, including vegetation removal and application of protective coatings.</li> <li>g) Greenway bridge, Budleigh – redesign</li> <li>h) Willow Walk bridge, Honiton – extensive repair to deck or replacement</li> <li>i) Seaton Hole revetment</li> <li>j) Sidmouth capping wall</li> <li>k) Sidmouth East Beach Access steps</li> <li>l) Sidmouth Seafront Railings Repainting</li> <li>m) Public open space footpath resurfacing</li> </ul>			<ul style="list-style-type: none"> <li>c) 2021</li> <li>d) Summer 2021</li> <li>e) Spring/ Summer 2021</li> <li>f) April 2021</li> <li>g) Summer 2021</li> <li>h) April 2021</li> <li>i) Summer 2021</li> <li>j) Autumn 2021</li> <li>k) Autumn 2021</li> <li>l) Autumn 2020</li> </ul>	<ul style="list-style-type: none"> <li>b) Summer 2021</li> <li>c) Spring 2022</li> <li>d) Autumn/Winter 2021</li> <li>e) Spring/ Summer 2021</li> <li>f) July 2021</li> <li>g) Winter 2021</li> <li>h) Summer 2021</li> <li>i) Autumn 2021</li> <li>j) Spring 2022</li> <li>k) Spring 2022</li> </ul>
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			m) April 2021	l) Spring 2021 m) October 2021
<p><b>31. Woodbury St Swithun's wall</b></p> <p>Rebuild of boundary retaining wall at St Swithun's church, Woodbury. Project delayed due to Conservation consent.</p>	Capital project	Junior Engineer	Ongoing	Oct 2021
<p><b>32. Exmouth Estuary Campervan Park</b></p> <p>Design and, if approved, deliver a layout for motorhome parking at the Northern end of the Exmouth Estuary car park. Incorporate recycling/bin points, toilet access and water/slucing access.</p> <p>– <b>Note:</b> Construction to follow on from completion of the Exmouth Tidal Defence Scheme project so likely one year delay due to COVID-19 and Devon County Council's delay in new road layout.</p>	Capital project	Junior Engineer	Ongoing	April 2022 TBC
<p><b>33. Green materials trials – Linking to Climate Change Action Plan.</b></p> <p>Funding to actively trial sustainable and low carbon material alternatives in civil engineering projects; to include Cemfree concrete alternative and tarmac overlays with recycled plastic content.</p> <ul style="list-style-type: none"> <li>- Develop joint trials with manufacturers, with joint funding where the trial will have commercial benefit.</li> <li>- Report to BSCSAP on reduced costs achieved through joint trials, carbon reduction and suitability of materials for future use.</li> <li>- Delayed due to Covid-19</li> </ul>	Capital project & general fund	Senior Engineer & Junior Engineer	April 2020	March 2022

<p><b>34. Water refill points</b></p> <p>Continue to investigate feasibility and funding for installing a network of water refill points in key town or park/beach areas in line with our climate change themes and reuse/waste reduction.</p> <ul style="list-style-type: none"> <li>- Progress Seaton fill points as Seaton Town Council have secured some funding towards this. Work with other town councils on partnership funding.</li> <li>- Submit appropriate capital bids for 2022 for other sites.</li> </ul>	<p>Future capital bids &amp; Town council funding</p>	<p>Senior Engineer</p>	<p>Ongoing</p>	<p>Sept 2022</p>
<p><b>35. Security lighting</b></p> <p>Renew contract tender for security lighting upgrades to LED and replacements of columns that have reached the end of their service life to include monthly safety inspections and maintenance works – parks, gardens, housing and LED sites and car parks.</p>	<p>Capital project and general fund</p>	<p>Senior Engineer</p>	<p>April 2021</p>	<p>April 2022</p>
<p><b>36. Bapton Valley Cycle Route</b></p> <p>Assist Exmouth Town Council with the design, procurement and project management of the Bapton Valley cycle route.</p>	<p>Capital project</p>	<p>Junior Engineer &amp; Engineering Projects Manager</p>	<p>Ongoing</p>	<p>April 2022</p>
<p><b>37. Seaton Jurassic and Seaton Wetlands</b></p> <p>Assist the Regeneration Team with the design, procurement and project management of a link between Seaton Jurassic and the Wetlands.</p>	<p>Capital project</p>	<p>Junior Engineer/ Engineering Projects Manager</p>	<p>Ongoing</p>	<p>April 2022</p>
<p><b>38. Pebblebed Heaths</b></p>	<p>Capital project</p>	<p>Junior Engineer/ Engineering Projects Manager</p>	<p>Ongoing</p>	<p>April 2022</p>

Assist the Growth Point Team with the design, procurement and project management of car park improvement works in the Pebblebed Heaths.				
<b>3) A resilient economy</b>	<b>Financial / corporate resource</b>	<b>Lead Officers</b>	<b>Start date</b>	<b>End date</b>
<b>39. Public Toilet review</b> <ul style="list-style-type: none"> <li>- Following the June Cabinet report on StreetScene services in Covid, complete the long term public toilet review taking account of Covid secure building design, staffing and cleaning frequency, investment in improved toilet facilities, the right toilet in the right location and medium term financial plan savings requirements.</li> <li>- to assist with MTFP savings and meeting future budget deficit review options for paid access, leases to businesses for some toilets and other innovative ways of reducing the costs of providing the service, whilst retaining key sites and investing in infrastructure to improve the buildings and user experience.</li> <li>- Consultation on proposals.</li> </ul>	General fund  Capital investment needed in retained blocks	Service Lead - StreetScene	Ongoing  Nov 2019	2022/23
<b>40. Events - Strand big screen</b> <ul style="list-style-type: none"> <li>- Review the business case for a fixed big screen on the Strand in Exmouth, using the Strand redevelopment reserve, giving us the ability to run local advertising, council promotions and messages as well as screen large scale events such as Wimbledon, Concerts and Proms.</li> <li>- If approved by Portfolio Holder – Finance, submit a Cabinet report and work towards delivery of this exciting installation.</li> </ul>	Strand reserve	Events Officer	Aug 2020	Sept 2021

<p><b>41. Sustainably increase our range of events hosted on our land through new Events Officer Role (a council wide resource).</b></p> <ul style="list-style-type: none"> <li>- Achieve event income target of £50k p.a. 2021/22</li> <li>- Events such as outdoor theatre, open air cinema, concerts and weddings.</li> <li>- Grow use of our land for hosting events and improve our income in line with MTFP, <b>£80k growth on base budget over five years.</b></li> <li>- Agree a <b>brand identity for Events East Devon</b> to assist in business engagement.</li> <li>- Produce <b>marketing brochures</b> and collateral to drive increased bookings.</li> <li>- Create a <b>web landing page</b> with links to online application process</li> <li>- Work with Strata on the <b>bookings software</b> project to improve customer experience and ease of managing event bookings.</li> <li>- Arrange and promote events opportunities across our public realm sites.</li> <li>- Move all events bookings towards full cost recovery/market rates.</li> <li>- <b>Where events such as Folk Week have been subsidised, agree a timeline for moving towards full charging.</b></li> <li>- <b>Finalise draft Events Strategy &amp; Policy through Cabinet for adoption.</b></li> </ul>	<p>General fund &amp; Income targets</p>	<p>Events Officer Operations Manager Service Lead - StreetScene</p>	<p>Ongoing April 2020       2021/22 April 2020  Sept 2020   Jan 2021</p>	<p>Ongoing Review Oct 2021    2026/27 Feb 2021  Feb 2021   Summer 2021</p>
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			June 2020	Feb 2021
<b>4) Outstanding council and council services</b>				
<b>STREETSCENE OPERATIONS</b>	<b>Financial / corporate resource</b>	<b>Lead Officers</b>	<b>Start date</b>	<b>End date</b>
<p><b>42. Depot requirements</b> – Work with Property, Place and Assets team to review our depot requirements, linking to a corporate review of building assets.</p> <p>- Produce a strategy underpinning our need, with viable future depot sites and an appropriate investment plan.</p>	Future capital investment TBC	Service Lead – Property, Place and Assets / Service Lead - StreetScene		
<p><b>43. Health &amp; Safety and StreetScene standards</b> – continue to embed our improved focus on H&amp;S, ensuring we are thinking <b>Safety First</b>. Undertake regular quality standard and improvement audits for continuous improvement.</p> <p>- Continue monitoring and delivery H&amp;S training against the matrix, recording delivery accurately.</p> <p>- Continue implementation of safety action plan</p> <p>- Review new SSoW and undertake compliance inspections</p> <p>- Conduct quarterly safety walks – management team.</p>	General fund	Service Lead and All staff  Deputy Operations Manager	Ongoing	Ongoing with monthly reports

**The full service plans 2021/22 are published on our website - <https://eastdevon.gov.uk/council-and-democracy/strategies-policies-and-performance/our-plans/service-plans/>**