

Agenda for Overview & Scrutiny Committee

Thursday, 27 February 2014; 6.30pm



[Members of the Committee](#)

Venue: Council Chamber, Knowle, Sidmouth, EX10 8HL

[View directions](#)

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- 1 [Public question time, including speaking and recording](#)
- 2 Minutes for 30 January 2014 (pages 3 – 8)
- 3 Apologies
- 4 [Declarations of interest](#)
- 5 [Matters of urgency](#) – none identified
- 6 To agree any items to be dealt with after the public (including press) have been excluded. There are **no** items that officers recommend should be dealt with in this way.
- 7 Decisions made by Cabinet called in by Members for scrutiny in accordance with the Overview Procedure Rules. There are **no** items identified.
- 8 **Cabinet Agenda**
Members to debate any issues of concern on Cabinet agenda of 5 March 2014, due to be published on 24 February 2014. Please notify Democratic Services in advance of any report on the Cabinet agenda for discussion.
- 9 **Corporate Asset Management Plan refresh** (pages 9 – 57)
An opportunity to comment on the plan before consideration by Cabinet on 5 March 2014.
- 10 **Portfolio Holder Update – Corporate Business** (page 58 - 72)
An update from Councillor Ray Bloxham including:
 - Meeting the Public Sector Equality duties (pages 59 – 67)
 - Proposed changes to agenda and report style (pages 68 – 70)
 - Committee timetable options (pages 71 – 72)
- 11 **Portfolio Holder Update – Corporate Services** (pages 73 - 77)
An update from Councillor Phil Twiss on his portfolio.

- 12 **Quarterly monitoring of performance – Third quarter 2013/14** (pages 78 – 87)
Members are asked to consider the performance information against the Council Plan for the second quarter.
- 13 **Overview and Scrutiny Forward Plan** (page 88)
To agree membership of the Trees Task and Finish Forum; and agree expansion of the membership of the Business Task and Finish Forum.

[Decision making and equalities](#)

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EAST DEVON DISTRICT COUNCIL
Minutes of a Meeting of the
Overview and Scrutiny Committee held
at Knowle, Sidmouth on 30 January 2014

Present: Tim Wood (Chairman)
Graham Troman (Vice Chairman)

Mike Allen	Frances Newth
Peter Bowden	John O’Leary
Derek Button	Brenda Taylor
Deborah Custance Baker	Chris Wale
Vivien Duval Steer	Eileen Wragg
Roger Giles	Claire Wright
David Key	

Officers:

Richard Cohen, Deputy Chief Executive
John Golding, Head of Housing
Henry Gordon Lennox, Principal Solicitor
Steve Pratten, Relocation Manager
Hannah Whitfield, Democratic Services Officer

Also Present

Councillors:

Ray Bloxham	Tony Howard
Iain Chubb	Andrew Moulding
David Cox	Pauline Stott
Paul Diviani	Ian Thomas
Christine Drew	Phil Twiss
Jill Elson	Tom Wright
Graham Godbeer	
Steve Hall	

Apologies:

Committee Members

Councillors:
David Chapman
Maddy Chapman
Peter Halse
Shelia Kerridge
Steve Wragg

Non-Committee Members

Councillors:
Alan Dent
Stephanie Jones

The meeting started at 6.30pm and ended at 8.43 pm.

***52 Public Question Time**

The Chairman welcomed Councillors to the meeting. There were no questions from the public at this part of the meeting.

*53 **Minutes**

The minutes of the Overview and Scrutiny Committee meeting held on 21 November 2013 and the Special Overview and Scrutiny Committee meeting held on 15 January 2014 were confirmed and signed as a true record.

*54 **Declarations**

There were none.

*55 **Cabinet agenda**

No items on the Cabinet agenda for the meeting to be held on 5 February 2014 had been raised in advance for discussion.

*55 **GP Commissioning update**

The Chairman welcomed Tamara Powderley, Dr Tom Debenham, Dr Richard Mejzner and Dr Phil Taylor to the meeting.

The Committee received a detailed presentation on stroke services in the eastern locality. GPs and the specialist stroke physicians for the past year had look at ways to improve the treatment, rehabilitation and care provided to people who had suffered a stroke. The evolving vision for stroke services, responding to information provided by NICE (National Institute for Health and Care Excellence) and based on modelling work with Exeter University, was advised to be:

- A specialist led equitable service across the locality;
- Consistent specialist skills available as people progress from in-patient to rehabilitation and ongoing independence;
- A central unit providing specialist hyper-acute and acute in-patient care with earliest possible return home for those patients who were medically stable;
- A specialist in-patient and domiciliary rehabilitation service;
- To build on what was known to work, which was the early supported discharge stroke support team.
- Patients would be admitted to two hyper-acute stroke bays (each bay had four beds) for the first 72 hours of their emergency treatment, before being stepped down to acute unit of 12 beds. Once medically stable, 48% of patients would be discharged to the care of an expanded early supported discharge team. 22% of all patients would progress to an 18 bed stroke rehabilitation unit which would be relocated to a central Exeter site. The total beds within the stroke pathway would reduce from the current 43 beds to 38 beds, principally through reduced length of stays achieved through the expansion of the early support discharge stroke support team.

The Chairman invited questions and comments from the Committee on the vision for stroke services. Responses to points raised during discussion included:

- East Devon had an older age profile compared with the rest of England which inevitably put a demand on health services due to people living longer and having complex needs.
- Exeter University had modelled potential demand on stroke services over the next 10 years; the vision for stroke services responded to this.
- Stroke rates had fallen in the older population due to secondary prevention and improved health. However stroke rates were rising in the younger age groups. This concern needed to be targeted.

*55 **GP Commissioning update (continued)**

- A TIA (Transient Ischaemic Attack) service at the RD&E Hospital was part of stroke service but would not be affected by the proposed changes.
- Support for carers of stroke patients was essential. Feedback from carers was that they wanted access to resources to help with the stroke patient's rehabilitation. With the proposed early supported discharge, stroke patients would go home earlier but they would have an intensive support package.
- Money spent on stroke services would not be reduced through the proposals – the vision was about moving money from expensive beds to services in the community.

The Chairman then invited wider health comments questions to Tamara and the doctors present. Responses to points raised during discussion included

- Time had been spent assessing the needs and wants of elderly and frail people, working with colleagues to design a pathway to ensure patients were treated in whatever was the best way for the individual.
- The ACE team had been launched at the RD&E Hospital – This Team would try to ensure that elderly and frail patients were seen within 20 minutes of arrival as it was recognised that these patients could suffer harm from being in hospital any longer than needed.
- GPs had a process in place with Senior Managers at the RD&E Hospital whereby they could feedback concerns about discharges. It was not always inappropriate to discharge a patient in the middle of the night. However, where this happened with elderly or frail patients, concerns would be fed back.
- NHS England was responsible for the provision of GP services (not the New Devon Clinical Commissioning Group). Councillors were encouraged to raise their concerns with NHS England about the lack of GP provision at Cranbrook and concerns about the impact this was having on Pinhoe and Coleridge Surgeries.
- The Commissioning Group was concerned that there should be dialogue on housing developments with the GPs and health services to manage impact on and need for health and care services. Members were advised that it was often hard to communicate the complexity of an issue in a response box and that they would welcome the opportunity to meet and discuss the issues face to face. The Council was encouraged to be flexible in its approach and the Commissioning Group would make the time. The Commissioning Group was keen to work with the County Council on review of sheltered housing.
- Patients were generally able to make same day appointments, although it might not necessarily be with their registered GP.

The Chairman thanked Tamara Powderley and the three Doctors present for attending.

56 **Office accommodation update**

Richard Thurlow, Chairman of the Save our Sidmouth campaign and Sid Vale Conservation Planning Group, referred to the budget for the relocation of the Council offices from the Knowle. He was of the opinion that the public had been denied any information into how the money budgeted to date had been spent. He accepted that some information was commercially sensitive; but felt details of completed contracts should be released. He asked how the budget estimates had been prepared and whether, in times of severe financial restrictions, the expenditure was warranted. The Chairman thanked Mr Thurlow for his contribution.

Office accommodation update (continued)

The Committee considered the report of the Deputy Chief Executive, which outlined progress made in relation to new office accommodation following Cabinet/Council agreement in July 2013 to look for a financially viable alternative to the Knowle offices and Cabinet's agreement in September 2013 to gauge market interest in EDDC's Heathpark land sites.

Office accommodation – choice of location

The Deputy Chief Executive advised that following Cabinet and Council approval, the Project Manager had been tasked with contacting local Commercial Land Agents to ask whether they had, or were aware of, any suitable sites based on agreed site criteria. Fifteen sites were identified and were scored against a set of criteria. Of the fifteen sites, five were shortlisted for further investigation:

- Clyst House, Winslade Park
- Cranbrook Town Centre
- Skypark
- Heathpark, Honiton (former Sita Depot)
- Heathpark, Honiton (Devonshire Road – south side)

Further research and investigation was then carried out into the associated individual costs and attributes of the five shortlisted site options. This included both the actual building/refurbishment costs and anticipated annual running costs. Cabinet would consider an office accommodation review report on 5 February 2014.

Members, staff, stakeholder and members of the public had been and would continue to be kept informed of progress related to the office accommodation project. Officers had been reviewing the information relating to the office accommodation project that could be released into the public domain and, when it was appropriate to do so, information would be released.

The £200k in the Council budget for 2014/2015 for the office accommodation project was included as an initial estimate of costs.

Heathpark, Honiton (former Sita Depot site)

Following Cabinet's decision in September 2013 the Heathpark site had been marketed. Eight bids were received by the deadline and these were then shortlisted to four. Cabinet would consider a report on 5 February with a recommendation regarding the viability of the sale of the Heathpark site.

Points raised during discussion included:

- Concern about the loss of approximately 400 jobs from Sidmouth and the impact this would have on the town's economy;
- There was a need to fully understand the value of the Council's assets before Members could make an informed decision;
- Current offices were not fit for purpose for a modern organisation;
- Relocation provided the opportunity to offer a different way of working that would make the Council more accessible and benefit all communities;
- Concern expressed about justification for expenditure (spent and budgeted) to relocate offices;
- Public perception was that the current office buildings were not in disrepair, therefore another independent survey of the buildings should be undertaken;

56 **Office accommodation update (continued)**

- Right to continue to scrutinise the project, however needed to be recognised that all facts and information relating to the project were not currently known;
- Members were referred to the financial implications set out in the report – work was being carried out within the budget approved and the costs incurred would be included when assessments were made to determine the full cost of the project. Costs were being met in the first instance from the Council's Transformation Fund.

- RECOMMENDATION:**
1. that Overview and Scrutiny Committee recommends that a professional independent survey of the Council offices be allowed to be undertaken by someone not employed by the Council. The cost of the survey was not to be met by the Council.
 2. that Overview and Scrutiny Committee expects the full cost implications to be presented to Members for careful consideration and that all costs incurred be included when assessments are made to determine the full cost of the relocation project.

RESOLVED: that the website link to the Knowle energy use and maintenance cost analysis report, contained in the published July Cabinet papers, be circulated to all Members.

*57 **Changes to Committee timetable**

At their meeting on 24 October 2013, the Committee had discussed amending the committee meeting timetable. The Chairman presented a paper outlining some options for committee timing, to avoid the sometimes long delay between a meeting and the minutes being put before a full Council meeting. At the meeting, the Committee agreed that alternative timetables should be pursued further, and reported back for future debate.

Members considered the two appendices to the committee report. One set out the current proposed schedule of meetings operating with full Council meeting six times in the civic term (one being the AGM). The other proposed a schedule of meetings operating with full Council meeting seven times in the civic term (one being the AGM).

Members noted that the current proposed schedule already took into account the desire to have a wider gap between Cabinet meetings and the following Council so that the minutes were not issued separately from the minute book. This schedule was being presented to Cabinet on 5 February 2014.

The Principal Solicitor reported that the Senior Management Team (SMT) had briefly discussed the option of including another full Council meeting to the Committee cycle and that their initial view had been one of concern about the justification of the additional costs that would be incurred. The main consideration of Overview and Scrutiny's minutes was by Cabinet.

The Chairman advised that the costs associated with increasing the number of meetings of the full Council were approximately £500 (this did not take account of

the additional work and time commitment for the SMT or Democratic Services Officer servicing the meeting).

The Housing Review Board Chairman asked if consideration could be given to the scheduling of Housing Review Board meetings to avoid long delays in the minutes of those meetings being considered by Cabinet.

The Committee welcomed the Corporate Business Portfolio Holder's offer, through his Think Tank, to look into the scheduling of committee meetings and to explore options for modernising full Council meetings to make the best use of the time.

- RESOLVED:**
1. that the Strategic Management Team be asked to assess the impact of increasing full Council meeting to seven per civic term, with a view to making an informed decision on a recommendation on the committee timetable to come into force for the 2014/15 civic term;
 2. that the Corporate Business Portfolio Holder, through his Think Tank, look into the scheduling of committee meetings and explore options for modernising full Council meetings, providing a verbal update at the next meeting. If relevant a further detailed report with recommendations to be presented to a future meeting.

***58 Budget Scrutiny Task and Finish Forum**

The notes from the TaFF meeting held on 8 January 2014 were noted. The Chairman advised that an interim report would be produced on the work of the Forum and would be submitted to the Committee for debate on the recommendations so far.

***59 Pre-application advice**

The Committee noted the Information Commissioner's report into a complaint on the Council's decision to withhold pre-application advice, which had been requested under the Freedom of Information Act. The Information Commissioner had upheld the decision taken by the Council to withhold pre-application advice in that instance.

***60 Letter from Parliamentary Under Secretary for State**

The letter responding the Committee's concerns on funding was noted.

***61 Overview and Scrutiny Forward Plan**

The Chairman put forward an additional item for the forward plan on how resident surveys were conducted and how feedback on the information gathered was fed back through committees.

A member of the Committee raised that the Tree TaFF, which the Committee had agreed to set up at its November meeting, was not included on the Forward Plan. In response the Chairman advised that an item potentially to agree the membership of this TaFF and also the possibility of increasing the membership of the Business TaFF to be included on the next meeting's agenda.

Chairman Date

Agenda Item 9

Cabinet

05 March 2014

14/1402



Corporate Asset Management Plan Refresh

Summary

The purpose of this report is to seek approval of the refreshed Corporate Asset Management Plan and Delivery Plan therein.

Recommendation

- 1) That Cabinet adopt the refreshed Corporate Asset Management Plan 2014-17
- 2) That members agree the tasks and prioritisation set out in the Delivery Plan at Appendix 1 of the CAMP (and detailed within the main body of this report)

a) Reasons for Recommendation

To provide endorsement of the Corporate Asset Management Plan (CAMP) 2011-14.

b) Alternative Options

Not to approve the new CAMP.

c) Risk Considerations

The CAMP sets the overarching strategy for the Council's property estate. Delivery of the CAMP is essential to the Council to ensure that there is a clear understanding of what different parts of the property portfolio are doing to assist in the delivery of services and our wider organisational objectives. It will also set the framework for the operational management of the estate and identify priority property projects. Delivery will also help to identify possible cost savings, opportunities to increase revenue income, identify disposal sites and provide a long term understanding of operational and financial commitments for retained land and buildings.

d) Policy and Budgetary Considerations

A £40,000 revenue budget has been agreed for Asset Management 2014/15. It is anticipated that the majority of work required will be supplied in-house. However, there is likely to be occasion where expertise is sought outside the Council.

The Medium Term Finance Plan, based on using the New Homes Bonus to assist revenue shortfall, gives a savings target (or combination of income generation and savings) to find of £1.54m by 2016/17. Implementation of the CAMP will assist the Council in reaching that target. AMF will also work closely with the team tasked with delivering a 2020 vision transformation strategy which will prepare us for continued reductions in government funding.

e) Date for Review of Decision

June 2014

1 Corporate Asset Management Plan Refresh

- 1.1 Given the budgetary challenges the Council now faces, the need for the strategic discipline that asset management can provide is now more important than ever: Implementation of the CAMP will identify opportunities to :-
- Reduce costs – maintenance and staff time
 - Increase revenue income
 - Redevelop and/or refurbish property assets
 - Sell assets
 - Transfer assets to local communities
- 1.2 The refreshed CAMP 2014-17 remains a concise document of 17 pages (plus appendices), essentially outlining the Council's corporate asset objective, illustrating how the property portfolio supports the Council's priorities, and highlighting where there remains a need for review of specific areas within the estate.
- 1.3 Since the adoption of the strategic asset management discipline in 2009, advances have been made in data collation and financial coding, strategic reviews of our main offices and car parks have been undertaken, along with reviews of certain asset clusters within the tenanted portfolio. Agendas have been set for the Council's Exmouth and Seaton Regeneration Programmes, the Priority Disposal Programme delivered, and the Open Space Strategy and associated review commenced.
- 1.4 The main addition to the latest CAMP is that a Delivery Plan has been included: This is to enable prioritisation of the various projects to be undertaken and to provide guidance on timescales. The CAMP is provided as a background paper and the Delivery Plan can be found at Appendix 1 of the document.
- 1.5 The tasks set out in the Delivery Plan have been discussed and prioritised by the Strategic Management Team and Asset Management Forum. By the time of the Cabinet meeting, the refreshed CAMP will have also been considered by Overview & Scrutiny. The primary drivers in prioritisation process have been to ensure inclusion of those tasks
- a) effecting our most expensive asset groups (the Leisure Assets);
 - b) those highlighted as areas which should be reviewed by the Local Government Association Peer Challenge Review and South West Audit Partnership (SWAP);
 - c) those with which we have no choice but to resource i.e. Cranbrook;
 - d) and work already commenced
- 1.5 The Delivery Plan (Appendix 1 of the CAMP 2014-17) identifies the following projects to prioritise for 2014/15:
- Cranbrook – additional land and buildings management
 - Public Conveniences Review
 - Asset Management incorporation into Service Planning
 - Estates Team Systems Thinking Review
 - Open Space, Parks & Gardens Review

- Tenanted non residential Property Reviews:
- Leisure Assets
- Beach Huts & Chalets
- Private Clubs and Sports Clubs

2.0 How will we deliver?

2.1 These strategic projects are notoriously difficult to deliver given demands on officer time in relation to their day to day work. In addition, the corporate nature of asset management requires input from across a number of teams in the Council and this can add further delays and complications. This is why the CAMP should inform the development of service plans and through that, a staff resource commitment to practical delivery across the authority. The inclusion of a Delivery Plan in the refreshed CAMP is to not only establish clear prioritisation of projects, but to enable heads of service to schedule in this work for their teams/staff members.

2.2 Over the next two months, Project Plans including clear objectives, team members and communication strategies, will be prepared by AMF in relation to the following projects:-

- Public Conveniences Review
- Asset Management incorporation into Service Planning
- Open Space, Parks & Gardens Review
- Tenanted non residential Property (TNRP) Reviews:
- Leisure Assets*
- Beach Huts & Chalets
- Private Clubs and Sports Clubs

*Please note that the TNRP Review of Leisure Assets will be undertaken in conjunction with the recently established remit of the LED Joint Working Group

2.3 Cranbrook: A project manager has now been appointed to assist with the work involved in managing the transfer of land and buildings agreed under S.106 agreements from the developers to the Council. A further report will be presented to Cabinet in April to further detail this remit.

2.4 Asset Management incorporation into Service Planning: This is an item recommended by a SWAP audit of the Council's Asset Management discipline. This will essentially document the operational property needs of our services and identify premises surplus to requirements. The detail will be agreed by SMT, presented to AMF and implemented by SMT.

2.5 Estates Team Systems Thinking Review: As part of the Council's continued commitment to identifying more efficient ways to deliver services, the processes involved in the day to management of the Council's portfolio will be examined. A project plan has not yet been put in place, but specific processes likely to be included are: rent reviews, lease renewals, applications for purchase of public open space, applications for beach & boat concessions, and applications for variations to restrictive covenants. This review will be undertaken in tandem with the implementation of property management software.

3.0 Project Delivery 2015/16 – 2016/17

3.1 The following projects will be taken forward over the life-time of the CAMP. Where possible, some of these projects may be brought forward. However, the proposed

time-scales are thought to give a more realistic chance of delivery given current staff resource:

2015/16

- East Devon Business Centre
- Play areas, multi-use games areas, outdoor gyms and skate parks
- Depot Review
- TNRP Review – Community Halls
- Beaches
- Third Sector Asset Transfer
- Arts Development

2016/17

- Theatres
- Nature Reserves
- Whole Life Costing Appraisal
- Port Royal, Sidmouth – Regeneration
- Performance Measures

Legal Implications

Under Section 3 of the Local Government Act 1999, this Council is a best value authority and therefore under a general duty of best value to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The Council can consider overall value, including economic, environmental and social value, when reviewing service provision. The Asset Management Plan highlights the key objective of getting a better rate of return on assets, in either community or financial terms. Property and planning lawyers will continue to support the delivery of the Asset Management Plan, with legal resources being prioritised towards projects which deliver the key objective.

The Plan suggests that the disposal of assets worth more than £10,000 should require a report to Cabinet. However, the Council's Constitution provides for delegated powers to portfolio holders enable them to approve acquisitions, disposals, and leases where in accordance with the policy framework and subject to relevant terms and conditions being negotiated by the Head of Economy. Portfolio holder decisions are subject to legal and financial advice.

Financial Implications

The asset management plan can play a significant role in ensuring the financial viability of the Council, so its implementation is very important.

Consultation on Reports to the Executive

Both SMT and the Asset Management Forum have considered and approved the new CAMP.

Background Papers

- Draft Corporate Asset Management Plan 2014-2017

DRAFT



Corporate Property Asset Management Plan 2014 - 2017



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Foreword

Public Services are invariably delivered directly or indirectly from land and buildings. The property portfolio of public organisations therefore has to be right - for people, staff and customers – and for the processes necessary for delivering services.

The Asset Management Plan shapes the delivery of the Council's priorities and has a valuable role, within the authority's financial plan, in assisting with the impact of a period of economic pressure.

East Devon District Council has therefore produced this plan, linked to the vision and priorities of the Council, to provide a blueprint for the effective and efficient use of the Council's assets for the benefit of the residents of East Devon.



Councillor David Cox
Portfolio Holder for Finance
East Devon District Council

East Devon District Council

CORPORATE PROPERTY ASSET MANAGEMENT PLAN 2014 - 2017

1 Introduction

The Asset Management Plan (AMP) sets out the Council's approach to the Strategic Management of its land and building assets. It is developed in consultation between the Senior Officers and Members of the Council that form the Asset Management Forum. The AMP seeks to ensure that assets are used in the most effective and efficient way to meet service and financial objectives.

2 Context

The structures, roles and responsibilities adopted by the Council in respect of Asset Management are set out in Appendix 2.

3 Why are property assets important to our organisation?

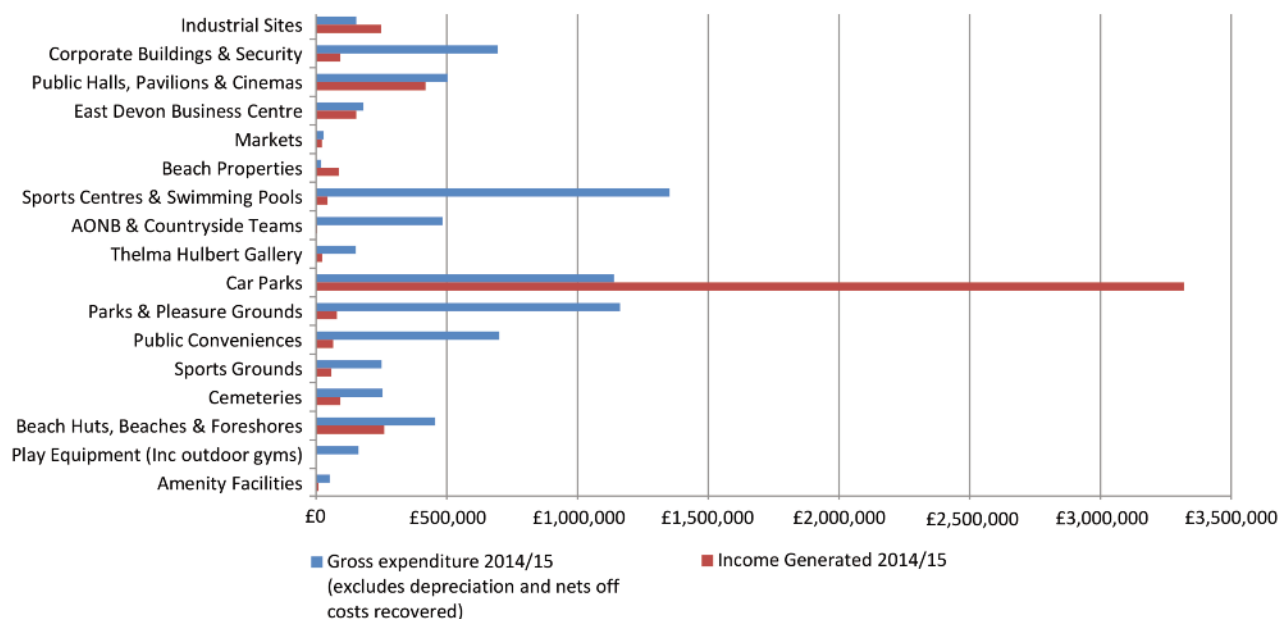
Property assets are inextricably linked to the delivery of the vision and priorities of the organisation. The way that the Council manages its land and property assets has a direct impact on the quality of services delivered to the public along with shaping the built landscape of a community. It is therefore important that efficient and effective use is made of these assets to support corporate and service objectives.

Property assets are invariably an organisation's highest cost after staff. With an anticipated £1.54m general fund deficit by 2016/17, it is essential that the Council's Asset Management Plan is delivered.

The Council Plan sets out the budget challenge currently faced and identifies asset management as having a key role to play. Implementation of the AMP will identify opportunities to:-

- Reduce costs – maintenance costs and staff time
- Increase revenue income
- Redevelop and/or refurbish property assets
- Sell assets
- Transfer assets to local communities

The chart opposite provides a snapshot of the portfolio, with estimated budgets for 2014/15. The expenditure totalling £7,753,630 illustrates running and maintenance costs, along with the cost of the service that utilises/uses the asset group. These figures exclude capital programme expenditure. The income generation expected is £4,988,830.



Delivery of the CAMP's commitment to continue review of its asset base will identify further savings and opportunities to increase revenue income and it is essential that it does so: The Council 's Finance Plan (2014 - 2017) identifies an accumulative £3.37 deficit in the General Fund by 2017, along with an on-going Capital Programme Deficit.

At its meeting 3 April 2013, the Council's Cabinet considered revised budget figures and agreed that 50% of the New Homes Bonus (NHB) would be used to assist the General Fund deficit (with additional funds to be directed to the Capital Programme).

The table below illustrates a revised Medium Term Finance Plan using the NHB income:-

MTFP – Updated 1/02/13	2014/15	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000
Shortfall	1,878	2,424	3,040	3,721	3,973
NHB Income	958	1,355	1,500	1,500	1,500
Revised MTFP Shortfall	920	1,070	1,540	2,221	2,473

This therefore gives a savings target (or combination of income generation and savings) in total to find of £1.54 m by 2016/17. Delivery of the AMP will have a key role to play in meeting this savings target.

In the meantime, the Strategic Management Team is heading a key piece of work titled '2020'. This work will focus on the council being in a self sustaining position by 2020, based on the assumption that Government Grant will have been reduced to zero by this time. The outcome of this work will ultimately inform the review work of the CAMP and influence financial targets for the projects.

NEW FUNDING OPTIONS

The Council will also implement a project to assess alternative funding options to capital receipts and Government grants – both of which are diminishing. For example, there are a number of UK bodies such as the Arts Council, Sport England and the National Lottery which may be able to provide access to funding to assist with new projects and maintain existing services: the Council has recently been successful in stage one bids for Heritage Lottery and Coastal Communities Funding for the Jurassic Discovery Centre in Seaton. The South West Local Enterprise Partnership should also be supporting key initiatives.

4 Why do we need asset management?

Asset management provides a structured process to ensure best value for money from property assets in serving the strategic needs of the organisation. Property assets are expensive, in terms of both their capital value and annual maintenance and running costs; they need to be carefully managed over their lives to ensure best value through their use, maintenance and generation of income; and it takes time to determine carefully new property needs and to procure and provide them.

The AMP provides a strategic overview of East Devon District Council's property portfolio, specifically providing:

- an illustration of how property assets support the Council's Corporate Priorities
- action required to support corporate and service strategies
- proposals for improving the effectiveness and efficiency of the portfolio

The need for asset management is further explored at **Appendix 3**.

5 Corporate asset objectives

The overall objective of the Council in the management of its property portfolio is to utilise and manage its land and property assets in accordance with the principles of Best Value so as to enable high quality services to be provided to the residents of the district of East Devon.

Further, property can drive corporate objectives and organisational change. This is achieved by recognising and adopting the following objectives:

- Where appropriate and reasonable, the Council should seek a commercial return on its property holdings
- To ensure that retained assets are suitable for their proposed/existing use, are fit for purpose, represent value for money and support improved service delivery.
- To challenge the need for property and examine in the context of the opportunity cost the justification for its continued use in the provision of services.
- To provide innovative accommodation solutions for the provision of appropriate, attractive, accessible and safe means of obtaining services for customers.
- Provide an appropriate, attractive, secure and safe working environment that motivates staff.
- Minimise in all respects the impact of the Council's buildings on the environment throughout their life.
- To ensure the Council's property assets comply with Statutory/Regulatory Codes and are managed efficiently.
- To ensure that the disposal of surplus assets links with the Medium Term Financial Strategy.

6 Portfolio overview - What does the Council own?

East Devon District Council holds a wide and varied portfolio of Property and Building Assets comprising 332 non-residential properties and 171 areas of open space with a net book value of £117,476,349 (2012/13).

The Council's portfolio can be split into three main types of property:

- 1 For the purpose of direct service delivery, such as parks and gardens.
- 2 To support service delivery, for example administrative offices and depots.
- 3 Tenanted non residential property. This part of the portfolio is varied: In many cases the assets have been made available for social or sporting purposes or are retained for a range of reasons such as a potential to contribute to future regeneration schemes, provide employment land otherwise not provided in the private market, or to retain control over property use. In addition, the portfolio provides valuable revenue income.

The housing stock is managed by the Housing Service and is subject to its own Housing Strategy and Housing Revenue Account Business Plan. The management of these assets is outside the scope of this Asset Management Plan.

7 What have we achieved so far?

The Council adopted the principal of strategic asset management in 2009 with the publication of its first Corporate Property Asset Management Plan 2009-2012. This is the second refresh. Completion of the following recommended task actions have included the following:-

- 1 PROPERTY REGISTER** – New database bringing together property information from different software systems across the Council
- 2 KNOWLE OFFICE REVIEW** – leading to Office Relocation project
- 3 FINANCIAL CODING** – enabling accurate and more reliable cost recording against individual property assets
- 4 CAR PARKS REVIEW** – Collation of car parks information and review of provision in district

5 TENANTED PROPERTY REVIEW

- Industrial Cluster – leading to implementation of new management practices and Seaton Workshops project
- Cinemas

6 PRIORITY DISPOSAL PROGRAMME -

£1,508,369 receipts towards capital programme (in addition to usual capital receipts)

7 EXMOUTH REGENERATION PROGRAMME –

completion of Masterplan setting the programme for priority projects, including enhancement and redevelopment of assets owned by the Council

8 SEATON REGENERATION –

Completion of land transaction with Tesco, expansion of Wetlands Nature Reserve and implementation of Jurassic Discovery Centre project

9 EAST DEVON OPEN SPACE STRATEGY 2011

and CIPFA ASSET MANAGEMENT REPORT completed

- 10 BENCHMARKING** – Audit completed by South West Audit Partnership and Peer Challenge Review undertaken by the Local Government Association



Seaton Marshes

8 How do our land and building assets support the priorities of the Council Plan and how will this support be maintained and improved?

Set out below is an illustration of how property assets support the Council's priorities and the actions required to improve the performance of the portfolio in relation to the delivery of Corporate and Service Strategies.

Priority 1: Living in this outstanding place



Sidmouth

The Housing Strategy sets out in detail how the Council is supporting affordable housing and how the provision of more homes will be delivered in the future. In support of the Council's priority to deliver a significant increase in affordable homes in the District, the following projects are currently being undertaken in respect of the Council's own property assets:

- 1 Development partnership formed with Devon & Cornwall Housing Association to deliver a high proportion of affordable housing scheme at Stowford Rise, Sidmouth. Just over 100 affordable homes have been delivered, amounting to over 70% of the total number of properties constructed.
- 2 Audit of potential open sites on or adjacent to existing council housing estates that could be used to deliver affordable housing.
- 3 Holmdale, Sidmouth: Joint venture scheme with planning permission for 11 units.

We recognise that to meet the needs of young people in the district, we need to not only provide sites for affordable housing, we need to improve job opportunities. A thriving community is about good jobs, economic growth and revitalising communities to improve local facilities and services for our residents. The Council holds assets which can drive the place making agenda and we are continuing to explore opportunities where our assets can be used to attract investment into the district.

East Devon District Council has established regeneration priorities in Exmouth and Seaton. Regeneration is a set of activities that reverse economic, social and physical decline in areas where market forces will not do this without support from the public sector. In this case, the Council recognises that it has a key role to play in moving forward the regeneration agenda through the use of its asset base.

1 Exmouth Regeneration – Working with our partners and the local community, the Exmouth Town Centre and Seafront Masterplan has been completed, setting the blueprint for future development. Projects identified to deliver the Vision for the town and which are within the Council's gift as a landowner to facilitate, have been initiated:-

- Exmouth Splash, Queens Drive
- The Elizabeth Hall Site
- Estuarieside Transformation
- Mamhead and Pierhead
- Enhancements to the Imperial Recreation Ground

Shortly to follow, will be the implementation of the Foxholes Hub Project.

The Strand public realm enhancements reach near completion and the Jurassic interpretation improvements at Orcombe Point now clearly herald the Western gateway to the World Heritage Jurassic Coast site. Further information can be found at <http://exmouthvision.com/>

In addition, the Council has led projects funded by 106 contributions to create outdoor gyms and undertake extensive refurbishment of the Phear Park Skate Park.

The Council also continues to use its capital programme to invest in leisure facilities: At the time of writing, Exmouth Tennis and Fitness Centre has just benefited from a £165,000 refurbishment, and Exmouth Pavilion from a £65,000 boiler and fire alarm upgrade. Exmouth Leisure Centre is shortly due to have its swimming pool air handling unit replaced at a cost of £90,000. In addition, a Valley Park access improvement project is underway.



2 Seaton Regeneration – The Council has committed to assisting the redevelopment of the former holiday park in Seaton and designated as a regeneration area. This has included bringing to a conclusion negotiations with Tesco Stores Ltd on the Council’s adjacent land to secure the investment in the town.

The £1,955,000 capital receipt is being used to match fund a Discovery Centre, improved youth facilities at the Underfleet and a Town Manager. The negotiations also enabled the acquisition of additional land known as Sheep’s Marsh to expand the Axe Wetlands Nature Reserve at Seaton Marshes. The land transfer has also enabled the delivery of a new nursery facility.



Axe Estuary Wetlands

3 Cranbrook – The vision for the new town is to create a self-sufficient, low carbon community in close proximity to skilled employment opportunities. Development is now progressing rapidly. The s.106 agreement for Cranbrook identifies a range of critical infrastructure that must be delivered in step with housing to support the development and the creation of the new community to circa 3,000 homes. The Local Plan anticipates that it will expand to at least 6,000 homes over the next 15 years meaning that it will quickly become larger than Honiton.

The transfer and future property asset implications for the Council will be addressed as part of a new Cranbrook Asset Working Group supported by a new project manager role funded by contributions from DCLG. A schedule of the Section 106 Agreement implications and timings for the Council in respect of property assets is attached at Appendix 9.



Younghayes Centre

4 Port Royal, Sidmouth – This Council held asset at the eastern end of Sidmouth Seafront provides the opportunity to drive the place making agenda and enhance the area through investment. Following 5 years of negotiation, the Council has now acquired the remaining piece of the jigsaw - the former drill hall. As part of these negotiations, the Council built new cadet training facilities at Chambers Close, Sidmouth. With land assembly complete, there is an opportunity to now holistically regenerate this important site.



New Cadet facility Sidmouth

Priority 2: Working in this outstanding place

1 Industrial workshops and compounds –

The Council will continue to provide employment premises to rent on terms suitable for small and start-up businesses. This service was reviewed as part of the Tenanted Non Residential Property (TNRP) and Review was completed March 2012. Following on from this review, a policy was adopted to seek opportunities to invest in further employment space, where there is further evidence of market failure and a need for local jobs. The ‘Seaton Workshops’ project has been implemented to enhance and increase workspace provision at the Council’s Colyford Road Depot Site and at the newly acquired Fosseyway Park Site off Harepath Road.



Seaton Workshops project

2 East Devon Business Centre – provision of 19 serviced office units and conference hire facilities will continue to support local business and in particular, small start-up businesses. Action being taken to find way to make this a nil cost service.



East Devon Business Centre

Priority 3: Enjoying this outstanding place



1 The Council will continue to maintain and enhance 72 play area sites, 7 multi-use games areas, 5 outdoor gyms and 4 skate parks throughout the district. While initial investment is primarily made through S106 contributions, on going management and maintenance is funded from the revenue and capital programme budgets. A recent peer review highlighted this as a possible problem area for the future and the Council's policy for the future of this service will be reviewed.

2 **Playing Fields and sports pitches** continue to be maintained for public use. The Council's service provision may be impacted on by the Playing Pitch Strategy currently being undertaken with Sport England and the National Governing Bodies for Sports (NGBs).

3 The Council will continue to maintain and enhance the Council's parks and gardens and public open space to a high standard. In 2013, both Manor Gardens in Exmouth and Connaught Gardens in Sidmouth were awarded a Green Flag by the Civic Trust for their high horticultural and management standards. As recommended by the SWAP audit, this service will be reviewed.



Opening of new Bumble & Bee Cafe, Manor Gardens, Exmouth May 2013

4 Leisure Opportunities offered from the Council's Sports and Leisure Centres include a variety of sporting activities. Leisure Buildings let to LED at a peppercorn rent and maintained by EDDC are under review as part of the TNRP Review. Identified in the recent peer review challenge by the Local Government Association as an asset cluster requiring 'brave decisions now' to prevent the costs becoming unsustainable, this review will be prioritised.



Thelma Hulbert Gallery

5 Arts Development: The Thelma Hulbert Gallery, Elmfield House, Honiton, supports and promotes contemporary visual arts and crafts in the East Devon District and beyond. This service will be reviewed in the context of future sustainability, along with the premises currently used to support the service.

6 The theatres of Exmouth Pavilion and the Manor Pavilion at Sidmouth provide a showcase for the Performance talents of the community. The Manor Pavilion at Sidmouth will be reviewed in the context of future sustainability. The Exmouth Pavilion is leased to LED and will fall under the TNRP Review.

7 The Council will continue to implement and maintain flood alleviation, coastal protection and land remediation schemes.



Axe Estuary Wetlands

8 Management of nature reserves owned and managed by EDDC include the following:

- Axe Estuary Wetlands Nature Reserve
- Exmouth Local Nature Reserve
- The Maer LNR, Exmouth
- Holyford Woods LNR
- Seaton Marshes LNR
- Colyford Common LNR
- Trinity Hill LNR, near Uplyme
- The Knapp, Sidmouth
- Honiton Bottom Community Nature Reserve (off Battishorne Way)
- Otter Estuary (section close to Lime Kiln car park)

As per the SWAP audit recommendations, these will be reviewed in conjunction with the development of a strategy providing a framework for conservation and management of the districts Local Nature Reserves and a review of Management Plans for the Axe Estuary sites, Holyford Woods, the Maer and Exmouth Nature Reserves in line with Natural England guidance.

9 Public Conveniences: The Council's most recent strategy has been to rationalise the provision of public toilets and close unattended facilities. Partnering arrangements have been put in place with some Parish Councils and the private sector. An active programme of modernisation for remaining facilities is now in place through an approved capital programme. In addition, a Community Toilet scheme is currently being piloted.

A review of the current provision and the Council's overall strategy for public convenience provision will now be undertaken.

10 Where suitable locations on the Council's land are identified, the Council will continue to install recycling stations.

11 Continued improvement in the availability of recycling facilities on Council premises. EDDC's Waste and Recycling policy was completed in 2010 and which included the acquisition of new premises in April 2010 of a recycling and refuse centre at Greendale Business Park. The new waste collection service has boosted recycling and cut landfill. The ambition is to now reduce waste sent to landfill to 40% of total household waste and increase recycling rates to be in the top 10% of English Councils.

12 Beaches: The Council will improve the use of our beaches, through consultations with local town and parish councils, to deliver Beach Development Plans - promoting the Jurassic Coast and healthy lifestyles. A beach forum will also be established working with our partners to make sure bathing water meets national standards.



April 2010 – New refuse and recycling centre opens at Greendale Business Park to enable the completion of the waste and recycling policy roll out.

Priority 4: An Outstanding Council

The Council's 'systems thinking' approach has led to the redesign of many services and efficiencies gained through the cutting out of time wasting processes. This work continues.

An operational property base is integral to the delivery of Council services and this process cannot be carried out in isolation of ensuring that these reviews include the operational use of its land and buildings. Therefore, reviews undertaken, or scheduled to be undertaken as part of this Plan, assist this process.

1 Asset Management inclusion in the Service Planning Process. The Asset Management Forum to submit a formal request to SMT to consider the inclusion of Asset Management within the Service Planning Process. Design and implement. (SWAP Audit recommendation)

2 Knowle Office Relocation: Following a review of the Council's existing office accommodation, the Council has now committed to re-locating its main headquarters. (Appendix 4)

3 Depot Review: As part of the property review a full review of the Council's depots and storage sites is being undertaken with the aim of identifying the optimum provision in terms of size and location. This will result in improvements and investment at certain locations and the possible disposal of others. In the meantime, a project to relocate the Manstone and Knowle Depots, Sidmouth, to Honiton, has now been implemented.

4 Public Open Space: Review of acquisition, disposal and management of public open space to ensure clear guidelines are put in place. An open space review was undertaken by CIPFA in 2010 and the Council's Open Space Study was adopted in 2012¹. Action is now being taken forward following recommendations made, including the creation of a Playing Pitch Strategy². While this may be seen as a planning policy only, for historic reasons the Council owns, manages and subsidises much of the district's current provision. There are therefore likely to be new challenges and opportunities arising from the new strategy.

While the Council's policy relating to the disposal and acquisition of public open space is under review, all land acquisition via the 106 process, is considered by the AMF before any legal agreement is authorised. To provide a recommendation to Cabinet.

5 Third sector Asset Transfer: Establishment of clear procedural policies including option appraisal. (Appendix 5.)



Seaton Town Hall

¹ East Devon Open Space Study 2012

² Appendix 10 The Playing Pitch Strategy

6 Condition of the existing estate

i **Running Costs:** Alignment of operating costs with a property code to enable analysis. Data will be extracted then inform and shape the property reviews.

ii **Condition Surveys:** Carried out on non-housing stock on rolling basis. (Appendix 6) Planned maintenance programme now in place.

iii **Statutory compliance:**

There is a programme of statutory inspections and surveys in place.

7 Data Management:

A reporting tool that summarises data held in six systems has been developed as an interim measure to allow easy access to property data, including financial and management information. In 2014, the core asset data will be moved into an existing corporate package, UNI-form to facilitate property management tools.

8 Tenanted non residential property (TNRP) Review (Appendix 7):

The Council will challenge and review asset ownership through an assessment of efficiency, effectiveness, and affordability. This will ensure that this part of the estate is fit for purpose. Assets that do not fulfil the Council's strategic priorities and/or do not provide a positive rate of return, will be sold or transferred to local communities - town and parish councils.

The following asset clusters fall under these reviews:-

1. Cafes & kiosks 2015/16 Donna Best
2. Chalets and beach huts 2014/15 Donna Best
3. Cinemas (Review completed)
4. LED Leisure facilities
5. Industrial assets (Review completed)
6. Community Halls
7. Sports and activity clubs

9 Financial Management:

i Continued development of Capital Programme links to AMP and capital monitoring

ii Implement Whole Life Appraisal – a systematic assessment of all relevant expenses, income and performance associated with the acquisition, procurement, ownership, refurbishment and potential disposal of an asset over its life.

10 Performance Management:

Development of performance measures in relation to assets that evaluate asset use in relation to corporate objectives (Relates to the TNRP Review)

11 Benchmarking:

During the last 2 years, the Council has undergone a Peer Review by the Local Government Association and an audit in relation to Asset Management. Both endorsed the aspirations of the previous AMP and need to continue its implementation. A summary of the recommended actions arising from these assessments is attached at Appendix 11 and these have now been incorporated into the Asset Management Plan.

12 Estates Team Systems Thinking Review

Some of the Estates Teams processes to be looked at in detail to identify opportunities to improve customer satisfaction and streamline procedures. This will be undertaken in tandem with assessing property management software tools.

9 Outcomes

The Council's Asset Management Plan was last updated in 2011. This revised plan creates a useful picture in terms how the Council's assets support the Council's Corporate Priorities and the challenges ahead in ensuring a strategic approach is taken to support corporate and services strategies. The actions required to deliver the plan are set out at Appendix I in the Action Plan for Delivery.

For further information, please speak to the author of this document, Donna Best on **01395 571584**.

10 Further Reading

- **RICS Public Sector Property Asset Management Quick Guide** (June 2012)
- **Leaner and Greener: Delivering Effective Estate Management** (2011)
www.policy.connect.org.uk
- **Room for Improvement: Strategic asset management in local government.** (Audit Commission 2009)
- **Working Beyond Walls: the government workplace as an agent of change** (Office of Government Commerce 2008)
www.aecom.com
- **Building on Strong Foundations: A framework for Local Authority Asset Management** (CLG, 2008)
www.communities.gov.uk/publications/localgovernment/assetmanagement
- **Public sector asset management guidelines** (2008, Royal Institution of Chartered Surveyors (RICS)) www.rics.org/publicsector
- **Service Transformation: A better service for citizens and business, a better deal for the taxpayers** (December 2006)
www.hm-treasury.gov.uk




East Devon District Council

CORPORATE PROPERTY ASSET MANAGEMENT PLAN 2014 - 2017

Appendices

Appendix 1


Action Plan for Delivery of the Asset Management Plan

CAMP 2014-2017 DELIVERY PLAN				
Priority*	Task Title	Outline project plan	Task Manager	Start Date
1	TNRP** - Leisure assets 	Review of Leisure East Devon run assets. Project plan and project team to be established. Work to link in with the LED joint working group.	LED Joint Working Group	2014/15
1	TNRP** - Beach Huts & Chalets	Review of Beach Huts and Chalets - Review to be finalised and recommendations from AMF to be agreed	Donna Best	2014/15
1	TNRP** - Private Clubs and Sports Clubs	Review to be finalised and rent subsidy policy established	Donna Best	2014/15
1	Cranbrook - additional land and buildings management	Task will include liaison with developers and planning authority in relation to 106 implications. Provision of advice to Council as to projected costs and establishment of relevant budgets. Provision of advice and subsequent negotiation on assets to be offered to the Council but which it is not obliged to take.	Darren Somerfield	2014/15
1	Asset Management incorporation into Service Planning 	Project will agree recommended format following consultation with AMF and SMT	Donna Best	2014/15
1	Estates Team Systems Thinking Review	Identification of process efficiencies and incorporation of property management software	Nick Wright	2014/15
1	Open Space, Parks & Gardens 	Project plan to be agreed but likely to include:-Review of existing costs, projected future costs, exploration of alternative delivery options (incl. Local community)	Andrew Hancock	2014/15
1	Public Conveniences Review	Review of Public Convenience provision and establishment of policy	Andrew Hancock	2014/15
2	East Devon Business Centre	Establish a nil cost business plan (NB tied in with office relocation programme)	Nigel Harrison	2015/16
2	Play Areas, multi-use games areas, outdoor gyms and skate parks	Project plan to be agreed but likely to include:-Review of existing costs, projected future costs, exploration of alternative delivery options (incl. Local community), establishment of policy around future asset take up.	Donna Best	2015/16
2	Depot Review	Project plan for district wide review to be agreed	Donna Best	2015/16
2	TNRP** - Community Halls	Review	Donna Best	2015/16

* As agreed by AMF and SMT

** TNRP - Tenanted non residential property review

CAMP 2014-2017 DELIVERY PLAN

Priority*	Task Title	Outline project plan	Task Manager	Start Date
2	Beaches	Beach Development Plans to be developed along with the creation of a Beach Forum	Andrew Hancock	2015/16
2	Third Sector Asset Transfer	Policy to be agreed	Donna Best	2015/16
2	Arts Development	Review of service, exploration of alternative options for delivery including use of Elmfield House premises	Denise Lyons	2015/16
3	Theatres	Review of theatres - The Pavilion Exmouth (under LED TNRP) and Manor Pavilion, Sidmouth	Donna Best	2016/17
3	Nature Reserves 	Project plan to be agreed and likely to include: assessment of costs, delivery options, contribution to Council priorities with framework development for conservation and management of the NRS and review of management plans	To be assigned	2016/17
3	Whole life costing appraisal	Policy and methodology to be agreed	To be assigned	2016/17
3	Port Royal, Sidmouth - Regeneration	Establish Project Plan to create development brief and delivery strategy in partnership with Sidmouth Town Council	To be assigned	2016/17
3	Performance Management	Development of performance measures that evaluate asset use in relation to corporate objectives	SWAP	2016/17

* As agreed by AMF and SMT

** TNRP - Tenanted non residential property review

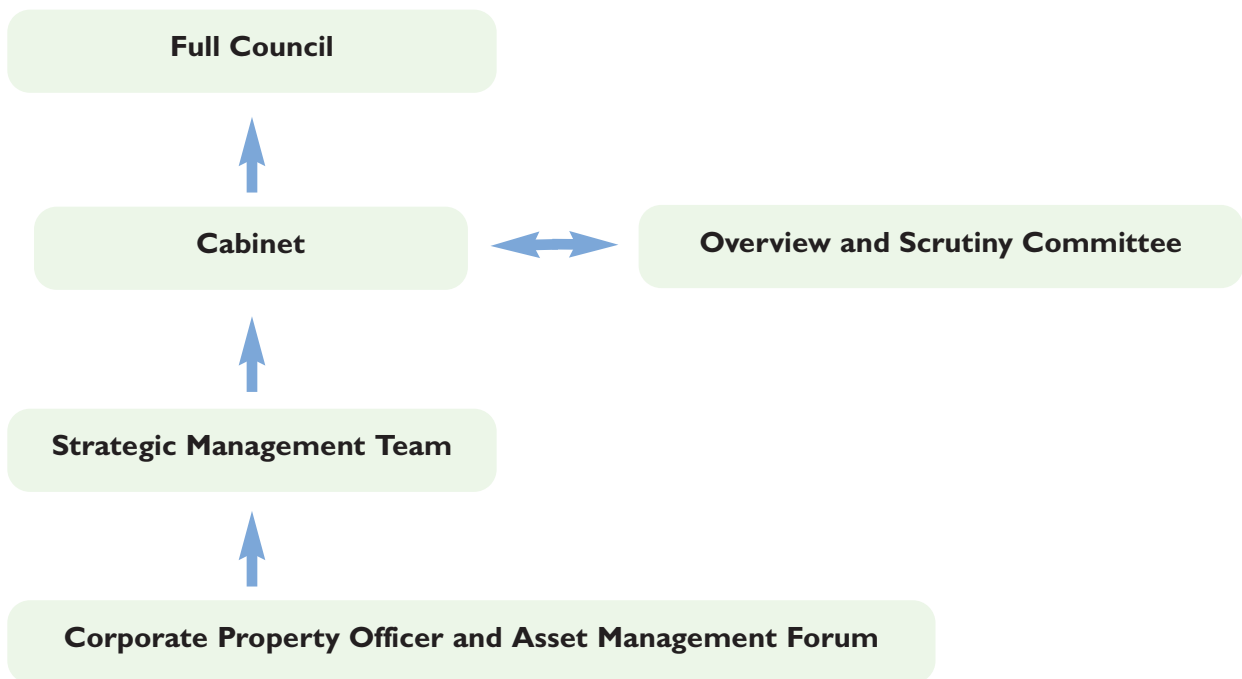
Appendix 2

Structures, roles and responsibilities

1.0 Management arrangements

- 1.1 The asset management function involves all council departments and the role of the Council's Asset Management Forum (AMF) is key to ensuring there is an effective dialogue on asset management issues across the Council and with our partners. Recommendations from AMF are reported to Cabinet.
- 1.2 Responsible to the Council, the Cabinet makes operational decisions and recommends new policies. Many of its operational functions are delegated to some members of the Cabinet known as Portfolio Holders.
- 1.3 The Cabinet's decisions and those of the Portfolio Holders are checked by the Overview and Scrutiny Committee which reviews and scrutinises decisions made.
- 1.4 The Cabinet reports to the Full Council, but its work is assisted by the work of the Overview and Scrutiny Committee.

Figure 1: Asset Management Organisational Framework



2 Framework for Asset Management

2.1 The overall monitoring of the AMP and corporate asset management initiatives is the responsibility of the Cabinet. The Cabinet considers the Council's AMP. In so doing it looks to ensure that good practice criteria are addressed. These are set out below.

- i Links between corporate objectives and property priorities.
- ii Full involvement of all key Service areas – the key service areas are integrally involved in asset management either through service/asset reviews or at an appropriately senior level in the Asset Management Forum.
- iii Clear distinction between strategic and operational decision making - the AMP does not look to address detailed issues concerning individual assets. It serves to provide a framework within which those types of issues can be considered.

2.2 Corporate Property Officer (CPO)

Responsibility for corporate management of the Authority's property assets rests with the Head of Service who is a member of the Strategic Management Team and thence to the Cabinet.

2.3 This responsibility is in turn delegated to the Principal Estates Surveyor. The CPO has authority to undertake all required developments in asset management. Her roles and responsibilities are clearly defined, explicit and have been communicated to all concerned in the management and use of property throughout the Authority. The CPO also contributes to the Capital Strategy thus ensuring the closest linkage between the two plans.

2.4 The Asset Management Forum

The Council has set up a cross-directorate Asset Management Forum to promote the effective management of the Council's land and buildings and to oversee the preparation and implementation of the Council's Asset Management Plan. The Forum comprises a senior officer representative(s) of each Council service. It is chaired by the Portfolio Holder Finance and its membership also includes the Economy Portfolio Holder and an Asset Management Member Champion. The Principal Estates Surveyor acts as an internal project manager in respect of the preparation and monitoring of the Asset Management Plan.

2.5 Due to the relatively small size of the asset base, the Council previously considered it appropriate that both strategic and operational asset management be undertaken by the Forum. However, the emphasis for delivery of the plan requires enhancement and the Forum now focus on strategic asset management only: that is, the delivery of the Asset Management Plan. To ensure continued inter-department consultation and a corporate approach to all proposals effecting the Council's land and buildings, the following procedure applies:-

1) Any officer dealing with a proposal affecting the Council's land and property should first consult with the Council's nominated officers of the AMF via email using the 'DL AMF' group. Consultation comments should be returned within 1 week. Where a consulted officer has no relevant input, they should still reply to confirm this. There may be times when it is more appropriate to request a meeting with the relevant officers.

2) If required, the CPO will advise on further consultation that may be required with other departments and whether the matter can be dealt with under delegated powers, under the relevant Portfolio Holder or by the Cabinet.

3) Identification of key drivers amongst officers and Members - the key officers of the capital strategy and asset management process are represented on the AMF. This ensures that a corporate, strategic approach to capital expenditure and asset use is championed.

4) Clear reporting lines to a strong corporate centre - the AMF provides this corporate centre, providing a strong lead and then monitors implementation of asset reviews.

5) Integration of the Financial and Capital Strategy and the AMP - the engagement of both estates, property services and finance officers in the Asset Management Forum ensures the integration of the development and implementation of the Financial and Capital Strategy along with the AMP.

6) It is incumbent upon the officer dealing with the proposal to ensure necessary Ward Member consultation and liaison.

7) The issue should then be reported to the relevant Portfolio Holder or Cabinet (as specified under delegated powers).

2.6 The Group meets on a monthly basis or as and when required. The minutes of each meeting are reported to the Strategic Management Team.

2.7 Service Departments in areas affected by Asset Management Reviews are consulted on these Reviews and any resultant actions are reported back to the Asset Management Forum.

2.8 The Asset Management Forum have the following terms of reference:

- To support the preparation and review of a corporate Asset Management Plan that details existing asset management arrangements and action to improve corporate asset use on an annual basis.
- To promote service asset management planning and a wide understanding of corporate ownership of assets; seeking wherever possible to promote and develop cross service use of assets.
- To support the adoption of performance measures and benchmarking to describe and evaluate how the Council's asset base contributes to the achievement of corporate and service objectives and improvement priorities.
- To ensure that the Council makes investment and disposal decisions informed by thorough option appraisal and evaluation.
- To assess stakeholder satisfaction and recommend changes in asset use as a result of stakeholder consultation.
- To co-ordinate cross service aspects of corporate property assets, providing liaison between Service users and to enhance corporate service delivery.
- To support the development and monitoring of the capital programme and the Council medium-term financial strategy.
- The Forum will provide linkage to the Council's capital strategy by monitoring the current year's capital programme and developing the programme for future years, through the Head of Finance.

2.9 The main strategic document for the Council is the Council Plan and this sets out the Council's vision, values and priorities. This particular document is the 'umbrella' for a number of documents which together support the Corporate Strategy. For further information see the Council's Plans on the Council's website .

2.10 The Asset Management Plan provides a vehicle to ensure that the Council's property assets support the delivery of the Council's services and corporate priorities. The actual delivery of services is continually under review as set out annually within Service Plans.

Diagram 2: Asset Management Forum



2.11 Member Involvement

Members are involved fully in the AMP process in the context of the Cabinet, which recommends approval of the Plan and which critically assesses its implementation. Two members of the Executive

Board, the Portfolio Holder Finance and the Portfolio Holder Economy, are members of the AMF along with an Asset Management Champion. The Portfolio Holder Finance chairs the Cross Service AMF.

Appendix 3

Why do we need asset management? Further explored...

1.0 Practical Reasons

It takes longer to change property than any of the other strategic resources. Lack of attention to asset management will result in the asset base underperforming in both non-financial and financial terms. Examples of this are:

- Extensive maintenance backlogs
- Poor fit between customer and service requirements and the property from which they are delivered
- Under-utilisation of buildings
- Limited co-location of public services
- Inefficient sourcing and procurement of property, construction and support services
- Inefficient use of capital
- Insufficient control of running costs
- Failure to get services close to the community they serve

1.1 Business Benefit Reasons

The business benefits that have been realised by many public bodies from effective asset management are:

- The release of capital for re-investment or debt redemption
- Reduced running costs
- Better customer service and public service provision through improved accommodation and the co-location of services
- Property in good condition
- Improved property utilisation and bring together similar uses into the same property, rather than providing them separately
- Improved productivity, changes in corporate culture and facilitation of corporate change
- Improved place-making in shaping the built environment of local communities

1.2 Policy Reasons

In every part of the public sector, improved asset management is not just to be encouraged, it is a government expectation.

RICS Public Sector Asset Management Guidelines Senior Decision Maker's Guide

1.3 In addition, the Building on Strong Foundations: A Framework for Local Authority Asset Management document published January 2008 by the Department for Communities and Local Government, listed the following potential benefits of good asset management:

- Deliver exceptional services for citizens, aligned with locally agreed priorities, whilst focusing investment clearly on need.
- Empower communities and stimulate debate.
- Improve the economic well-being of an area.
- Ensure that, once built, assets are correctly maintained.
- Introduce new working practices and trigger cultural organisational changes.
- Reduce carbon emissions and improve environmental sustainability.
- Increase co-location, partnership working and sharing of knowledge.
- Improve the accessibility of services and ensure compliance with the Disability Discrimination Act (DDA) 2005.
- Generate efficiency gains, capital receipts, or an income stream.
- Improve the quality of the public realm.

Appendix 4

Knowle Office Relocation

Following a review of the Council's main headquarters accommodation at the Knowle, Sidmouth, the Council have committed to the implementation of an office relocation programme. A Member Working Party has been established to oversee the programme and progress of the work of the Officer Working Group led by Richard Cohen, Deputy Chief Executive.

The key outcomes of the project will be:-

- Reduced overheads
- Improved carbon footprint
- Improved accessibility to customers and visitors
- Cultural Transformation

Appendix 5

Third Sector Transfer Policy

1 Background

- 1.1 The Strong and Prosperous Communities Local Government White Paper⁵ was published in October 2006 and sets out the basis for a new relationship between local government and its communities. This paper advocated that “the aim is to give local people and local communities more influence and power to improve their lives”. In addition, “we are determined to ensure that existing powers and policies that support community management and ownership are effective; and that practical ways are found to overcome any remaining unnecessary barriers”.
- 1.2 The ‘Making Assets Work, Quirk Review’⁶ looked at the clear benefits to local groups which own or manage community assets – such as community centres, building preservation trusts and community enterprises. The review makes clear that what is required is not legislation, but guidance to enable a partnership approach to the delivery of community services. The review focused on how the use of publicly owned assets could be optimised by exploring options for the increased transfer of asset ownership and management to community groups.
- 1.3 The Coalition Government’s Decentralisation and localism Bill will look to devolve further powers to community organisations to take on the delivery of services previously run by local authorities. This will have an effect on buildings currently used to deliver those services.
- 1.4 Local authorities have been given discretionary powers under the Local Government Act 1972 to dispose of land below market value in some circumstances. Decisions on disposal need to be made by comparing the benefits that would accrue from a transfer to community use, with those from a straight forward commercial sale.
- 1.5 East Devon District Council has been transferring assets to community-based organisations for many years. This has mainly been within the culture and sports sector, in youth provision and community centre management. More recently, this concept has been extended to the Leisure East Devon organisation.

⁵ www.communities.gov.uk/publications/localgovernment/strongprosperous

⁶ www.communities.gov.uk/publications/communities/makingassetswork

- 1.6 Where third sector groups are well established and have access to either the support of a governing body or regular income streams, the transfers have worked well. However, other schemes which rely mainly on voluntary community support, have been less successful in delivering sustainability in the medium to long term.
- 1.7 By having a clear Third Sector Transfer Policy, and selection process for third sector partners, the Council will have a greater chance of ensuring that the sustainability of the property is maintained in the long term and, by means of a robust business proposal, that community groups are able to demonstrate their capability.
- 1.8 There has to be a balance between the sale of assets for reinvestment in the Council priorities through the Capital Programme and transfer for the delivery of services by community groups.
- 1.9 The Asset Management Forum is currently embarking on a Property Review which will, amongst other things, identify assets which could be subject to future disposal.
- 2.0 Third Sector Asset Transfer has been considered by the Strategic Development & Partnerships Think Tank (October 2011) and the following agreed:-
- On completion of the property review, a disposal strategy shall be put in place and the CPO will advise on the most suitable marketing approach for an individual asset.
- Where there is reason to believe that a third sector/community organisation may be interested in submitting a tender bid for the use of the asset, the marketing process will be based on the model set out by the Government's new Localism Bill. This will enable these organisations sufficient time to prepare business plans and research appropriate funding options and grants, prior to any deadline to make a tender bid. The Council's Community Asset Transfer policy will be developed with input from the Government organisation Locality. Further information on Locality is available at www.locality.org.uk.
- Town or parish councils wishing to apply to take on assets currently held by the Council may do so by completing an application form. For further details, please contact the Estates Team.

Appendix 6

Condition of the existing estate

1 Condition Surveys

- 1.1 Condition surveys on the Council's non-housing premises have historically been carried out on a rolling basis at least every two years. The majority of property is generally in a sound or acceptable condition with relatively minor works required. The planned maintenance budget allows Property Services to carry out repairs to buildings and fixed equipment as and when required. There are occasions when major works need further budget approval before they can be carried out.

From January 2014 these surveys will be undertaken every three years and will provide more comprehensive information to help inform

not only the Planned Maintenance Programme, but also the on-going general review of the Council's varying asset cluster. Eventually it is anticipated that each asset will have its own asset management plan and classification for either ongoing maintenance, capital investment, Significant capital investment or replacement, Change of use or Disposal.

The basis of the new style surveys will enable appraisal with regard to fitness for purpose of use, condition and compliance. The three facets which to be assessed and ranked are:

- i. Physical condition
- ii. Fire, health and safety and, disability
- iii. Suitability

- 1.1 In addition, annual tests on utilities and building facilities such as electrics; boilers and gas safety; air con and ventilation; equipment checks and other monitoring form part of the planned maintenance process and are carried out regularly in line with planned and programmed schedules.

2 The Disability Equality Act 2010

- 2.1 The Property Services team takes a role in working to fulfil the obligations under Part 3 of the Act. Audits have been carried out on all premises available for public use and has implemented a number of improvements to ensure suitable access for the disabled.
- 2.2 Premises are routinely monitored with service managers to gauge where further improvements could be made. Provision is made within Revenue budgets to enable this process.

3 Asbestos

- 3.1 The Control of Asbestos Regulations 2012, places a duty to manage asbestos, wherever it is found in our buildings.

EDDC has surveyed all its properties and listed any asbestos containing materials (ACM's) on the Asbestos Register. Wherever possible, the ACM's have been removed or encapsulated. The asbestos that remains is being regularly monitored.

The Asbestos Policy⁷ gives full details of the management of ACM's.

4 Control of Legionella Approved Code of Practice and Guidance from the HSE (L8)

- 4.1 The Health and Safety Commission's Approved Code of Practice 'The control of legionella bacteria in water systems' was published in 2001. It sets out duties on the 'building manager' to ensure that water systems are monitored to reduce the risk of legionella.

EDDC has a service agreement with an independent company who are monitoring all our premises on a regular basis to ensure that we are compliant with the legislation. Remedial works are prioritised and financed from the planned maintenance budget.

The Legionella Policy gives full details of the management and control of Legionella.

5 Fire Safety

- 5.1 The Regulatory Reform (Fire Safety) Order 2005 covers general fire safety in England and Wales. Employers (and/or building owners or occupiers) must carry out a fire safety risk assessment and keep it up to date.

EDDC has carried out assessments at all its premises where required and actively manages and implements changes or improvements that are highlighted. Reviews are carried out on an annual basis.

⁷ http://intranet/Intranet_ASP/Documents/Health%20and%20Safety/Asbestos%20Policy%20may04.pdf

Appendix 7

Tenanted Non Residential Property (TNRP) Review

1 Background

- 1.1 The Council owns assets which are let to third parties, other than HRA housing: for example industrial workshops and offices. These assets are held for investment or socio-economic purposes – or both. The estate contributes towards the Council’s financial revenue budget (2012/13 £890,143) and balances financial, economic, social and well-being objectives to achieve outcome that fit into the corporate priorities.

The Royal Institution of Chartered Surveyors (RICS) recommends a focus on three key perceived current priorities for improvement in the management of TNRP in the local government arena:

- 1) There should be clear allocation of roles and responsibilities and accountability processes in the management of TNRP to drive continuous improvement in TNRP performance.
- 2) Local authorities should adopt business planning disciplines to ensure clear strategy, plans and programmes for the management of their TNRP.
- 3) To ensure best value is being obtained, local authorities should continuously measure and report:
 - i the performance of all TNRP as investments; and,
 - ii any socio-economic benefit(s) ascribed to that TNRP

2 Getting Started

- 2.1 Work has commenced on a TNRP strategic review and with a simple overview including:
- A list of TNRP assets and their type
 - Asset values and income (internal rate of return (IRR) valuation)
 - A basic analysis of why they are held eg: socio-economic, investment or unidentified
 - A desktop indicative assessment of their suitability, condition and running costs
 - Draft reports by CIPFA Asset Management Consultants on the following asset clusters:
 1. Cafes & kiosks
 2. Chalets and beach huts
 3. Cinemas
 4. Community Halls
 5. LED Leisure Facilities
 6. Industrial assets
 7. Sports and activity clubs
 - AMF referral of recommendations to Cabinet following completion of reviews on the following asset clusters
 1. Industrial Estates
 2. Cinemas

3 Outcomes

- 3.1 TNRP review will measure the performance of each asset using a number of measures against a decision framework for property holding. The outcomes will include an understanding of the property objective and will arrive at a decision to either retain or dispose of an asset.
- 3.2 Where an asset is retained, it will fall into one of three classes:-
- i. Continued maintenance – where the property is considered to be doing the right thing in the right place. All that will be required is a planned maintenance schedule;
 - ii. Improve Usage – there may be an opportunity for better usage or co-location. Some capital expenditure may be required, along with a planned maintenance schedule;
 - iii. Building enhancement – where an asset requires significant capital expenditure.
- 3.3 The receipts generated by the disposal of assets are treated as a corporate resource to fund the capital programme. To this end, the Head of Finance shall, in liaison with the CPO, set targets for capital generation by disposals, and monitor performance on a quarterly basis.

4 Outcomes

4.0 TNRP Disposal Policy

- 4.1 Where an asset deemed surplus for disposal is valued in excess of £10,000, and following consultation with Ward Members, a recommendation will be made to cabinet by the CPO (a) documenting the reason for disposal, (b) stipulating any conditions that will apply and/or endure after disposal and (c) suggesting an appropriate method of disposal.

Ward Members will be consulted on those assets identified as surplus for disposal and with a value of under £10,000 before the CPO authorises the disposal of the asset and determines the appropriate method of sale and the timing.

- 4.2 The receipts generated by the disposal of assets are treated as a corporate resource to fund the capital programme. To this end, the Head of Finance shall, in liaison with the CPO, set targets for capital generation by disposals, and monitor performance on a quarterly basis.

Appendix 8

Corporate Asset Management software

1 Background

- 1.1 East Devon have historically operated different property management systems across its Finance, Property Services, Housing, Estates and Streetscene services. Whilst providing essential tools for each discrete area, this approach has resulted in difficulties and inefficiencies when dealing with cross-service issues. These asset management processes are coming under ever increasing scrutiny through CPA and more recently CAA requirements.

2 The Vision

- 2.1 A project was created that ensured all the relevant data owners across the council worked together to produce a coherent view of asset information that could be used to make informed decisions by officers and members. The data was to be organised in a minimum number of IT systems and all data brought together and presented through a web-based system.
- 2.2 The key deliverables of the project included:
- providing a single source of data for all asset management functions
 - registering all land and property assets within the Councils LLPG (Local Land and Property Gazetteer) assigning UPRNs to all assets, thereby providing the Council with a single point of address-change through the LLPG
 - provide reporting capability through use of the corporate tool, Business Objects
 - scan and index copies of deeds and leases so that these can be accessed

3 Outcome

- 3.1 All data sources associated with assets are managed and monitored and work is progressing to get all data to acceptable levels of accuracy.
- 3.2 A project has been approved to move property asset information into UNI-form. By adding the property management module to UNI-form, processes will become more efficient and time savings will be evidenced in both the Estates and Legal departments. This project will start early 2014 and will take around six months.
- 3.3 An upgrade to the IPF asset system has been procured to enable decommissioning of an old Estates property management system. This core system will be retained to facilitate the Council's capital accounting requirements.

SCHEDULE 19 – TOWN COUNCIL OFFICES AND LIBRARY

Before dwelling units occupied	01	50	150	500	750	1000	1150	1500	2000	2200	2900
<input type="checkbox"/> Pay/EDDC/Annual/Mobile Library Contribution £10,000 IL (due again on first anniversary and thereafter annually for 6 payments or until Interim Library Facility is available within IMBP) (total £60,000)	<input type="checkbox"/> Before dwelling units occupied	<input type="checkbox"/> Location Plan of Town Council Offices and Permanent Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Pay/EDDC/Town Council Contribution £50,000 IL Lay out and completed Permanent Library and Town Council land and transfer to EDCC or DCC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SCHEDULE 20 – POLICE FACILITIES

Before dwelling units occupied	01	50	150	500	750	1000	1150	1500	2000	2200	2900
<input type="checkbox"/> Submit location plan showing Police Station Land and Ambulance Land to EDCC for approval	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Lay out and complete approved Police Station land in accordance with spec. and to completion standard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SCHEDULE 21 – HEALTH AND WELLBEING COMPLEX

<input type="checkbox"/> Submit location plan showing Health & Wellbeing Complex on one parcel of land to EDCC for approval	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Lay out and offer to transfer Health & Wellbeing Complex to EDCC with right to use initial services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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SCHEDULE 22 – PLACE OF WORSHIP AND CHURCH WORKER RESIDENTIAL ACCOMMODATION

<input type="checkbox"/> Submit location plan showing Church Worker Residential Accommodation to EDCC for approval	<input type="checkbox"/> Lay out & complete in accordance with spec. to completion standard and transfer to EDCC	<input type="checkbox"/> Lay out & complete Place of Worship Land in accordance with agreed spec. to completion standard and transfer to EDCC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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SCHEDULE 23 – MULTI-PURPOSE BUILDING

<input type="checkbox"/> Submit location plan showing Multi-Purpose Building to EDCC for approval unless building is constructed earlier under IPP 07/2441/FUL + s106	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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SCHEDULE 24 – TOWN & NEIGHBOURHOOD CENTRE RETAIL FACILITIES

<input type="checkbox"/> Submit location plan showing Town Centre Land to EDCC for approval	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Amendment: EDCC now to be responsible for Neighbourhood Centre car park

Appendix 10

Playing Pitch Strategy

Playing Pitch Strategy – Project Plan

EDDC has now embarked on the production of an updated Playing Pitch Strategy (PPS). This will replace the now out-of-date 2003 Playing Pitch Strategy prepared by East, Mid and West Devon. The new PPS is being produced jointly with Exeter City Council to achieve cost-savings, because there are numerous clubs and demand for pitches crossing the borders, and because both Local Authorities currently have out-of-date PPSs.

The PPS is being produced to:

- Ensure sufficient provision of good quality playing pitches;
- Protect playing pitches from development;
- Provide an evidence base in responding to planning applications;
- Provide an evidence base for requesting developer contributions towards playing pitch provision through planning obligations/Community Infrastructure Levy (CIL);
- Help direct investment in playing pitches;
- Help co-ordinate the priorities and investment programmes of a range of organisations/bodies

Sport England has published a new methodology for producing playing pitch strategies and the East Devon and Exeter PPS is being produced in line with this. The new methodology encourages strategies to be produced in close partnership with National Governing Bodies for sports (NGBs) (such as the FA, ECB etc), Sport England, sports clubs, pitch providers, and leisure services in the Local Authority's area. Within the authority a wide range of services and relevant Members should also be involved. This being the case, officers from planning, economic development, countryside and streetscene have been involved so far, and Portfolio Holders for Economy and Environment and Member Champions for Asset Management and Health and Wellbeing are being involved in the process.

Following an initial scoping meeting with the above parties, information gathering has begun. Questionnaires were sent to all Parish Councils asking to check lists of all open space sites (including playing pitches) we know about in their area. A good response was received and the list of pitches provided by Sport England was appropriately amended.

Following this, surveys were sent to all football, rugby and hockey clubs as well as educational establishments across East Devon and Exeter. The ECB plan to conduct their own surveys and feed the data into our PPS process. Excellent responses were received from rugby and hockey clubs, but further reminders are currently being sent to football clubs and schools.

Non-technical pitch assessments have been carried out in-house by officers and volunteers. This has significantly reduced costs and allowed better ownership of the data. Devon FA funded a pitch analysing specialist to train relevant officers and volunteers in carrying out the assessments. It is expected that these assessments will be completed by Easter 2014.

Following completion of the non-technical pitch assessments and gathering of enough surveys, it is intended that consultants will be hired to "check and challenge" the data gathering stages, analyse the data and then draft the strategy and action plan with a view to having a draft strategy completed in Summer 2014.

Appendix 11

Benchmarking



Peer Review Challenge

The Corporate Peer Review Challenge undertaken by the Local Government Association endorsed the aspirations set out in the Council's AMP and reiterated the need to continue with our property reviews. In particular, it highlighted the property and cost implications of our leisure service.

Set out below are extracts under the headings of Asset Management and Leisure Services:-

Asset management

"East Devon holds a large asset portfolio of approximately £283m at the end of March 2013 and you are aware that this provides opportunities as well as potential risks. You actively manage the portfolio through an inclusive forum that meets bi-monthly and have taken action to dispose of assets when advantageous to the Council, as with the case of the Elizabeth Hall. However, there is greater opportunity to more vigorously review the portfolio and ensure that it is fit for purpose, removing those assets that do not fulfil the Council's strategic priorities or that are not providing a positive rate of return. Members of the forum should be encouraged to consult with community groups and organisations and look to transfer non-income generating assets. Particular consideration should be given to the relationship with Town and Parish Councils with a view to transferring non-income generating assets including; free car parks, play-grounds and recreational areas so that future maintenance costs do not become a burden to the Council.

There is also awareness that the Council has significant leisure assets, operated through a Trust and that these may become increasingly costly to maintain. There may be consequences if these are decommissioned to LED. However, this will need to be worked through and managed from both sides. Consideration should be given to whether these are the right assets in the right places within the district. With the Growth Point providing new homes and employment opportunities there will also be a need to consider what leisure services will be required here. Consideration needs to be given to increasing private sector supply so that it minimises the Council's exposure to maintenance and running costs. Conversely the authority will also need to consider how to dispose of assets (either through transfer to other providers, cessation of activity or change of use) where they no longer meet the needs of the communities in which they are based. Additionally, the Council will need to consider how new facilities, designed to meet the needs of the changing demography, can be passed to other authorities (Town and Parish) or voluntary organisations, which could support the localism agenda whilst possibly ensuring that the future maintenance costs do not become a burden on the whole Council.

The asset register should be analysed based on how closely individual assets are linked to the Council's priorities, to identify those assets that can be subject to early review to achieve a better community or commercial rate of return. It should also be recognised that additional commercial expertise may be required to assess the development potential of some sites. Consideration should be given to achievement/fee scales to contain abortive costs. Given the scale of leisure spending and the number of assets a separate exercise to review the future of leisure assets they might be considered as warranting a bespoke review.

Leisure services

“There is a good awareness amongst members and officers that the cost of your leisure provision is relatively high to authorities of a comparable size. There is also an appreciation of where your leisure assets are in their useful working lives. However, brave and bold decisions need to be made now to prevent the cost of maintenance becoming unsustainable as facilities age. Members and the public need to be made aware of the cost implications through clearly articulated scenarios that set out options for future leisure provision. Members should be encouraged to consider options for alternative provision, including; more enablement of private sector providers, re-siting of existing provision to better meet the needs of changing demography, disposal of assets before they reach a non-viable state and transferring appropriate assets to Town and Parish Councils.

To support them in the above, members will need to commission viability studies across a range of service delivery scenarios. Consideration should also be given to any training and support members may need, including visits to authorities that have actively undertaken focused scenario/future planning approaches; for example, Wyre Forest are currently commissioning a leisure centre. Given the public’s reaction to the proposal to relocate the Council’s main offices more up-front investment in public relations and consultation could save on future challenges to any proposals to change leisure provision.”

Corporate Peer Challenge
11th to 13th June 2013
Allen Graham
Chief Executive, Rushcliff Borough Council
Lead Peer



Asset Management Theme

East Devon District Council
April 2013

Findings

The following paragraphs detail all findings that warrant the attention of management. The findings are all grouped under the risk to which they relate.

1. Risk: Asset Management is not consistent with the Council's strategic objectives and service priorities.

1.1 Links to Service Planning

The benefit of including asset management as part of the service planning process has been recognised by the Economic Development Service for some time. Although rejected by SMT in the past, we support the Service's view that it is an important way to evaluate how the Council's asset base contributes to the achievement of the corporate and service objectives. A review of assets as part of the annual service planning process should enable managers to ensure that all property held by the Council is required for operational, social or investment purposes and links with the corporate objectives.

Without a clear link between the Council's Aims and Objectives and the assets it has, it is difficult to assess whether the Council is strategically making best use of the resources available to it.

An example of where assets may be held by the Council, but offer little ongoing benefit includes small parcels of land identified by the Grounds Maintenance Team. These could be disposed of (possibly as garden extensions), saving the Council the costs of maintaining the area.

1.1a

It was agreed that the Asset Management Forum will submit a formal request to SMT for them to reconsider the need to include Asset Management within the Service Planning Process.

1.2

Performance Indicators

The Council have identified an aspiration to set and measure performance indicators and carry out benchmarking in respect of asset management, and have included it in the Asset Management Plan's action plan. Due to officer resourcing issues, these tasks remain unimplemented. Without adequate performance measurement and benchmarking information it is difficult for the Council to monitor the success of its asset management strategies.

1.2a

It was agreed that the Principal Estates Surveyor will ensure that the action points in respect of performance measurement and benchmarking are reassigned.

Risk: The authority does not have a complete and up to date record of property assets to facilitate decision making.

2.11

Completeness and Accuracy of the Asset Register

Although a large amount of work has been completed on successfully setting up the Asset Register, it should be noted that work is ongoing and that it remains a work in progress. As a result, there are some data fields on the register that have yet to be completed for some assets. These generally relate to financial data and condition data, which are expected to be populated in due course.

2.1a

It was agreed that the Principal Estates Surveyor will ensure that assets are reviewed on an ongoing basis to check that;

- categories are relevant to their current use
- all relevant data fields have been completed
- data on the asset register reconciles to other data sources.

3. Risk: Acquisitions, transfers and disposals are not managed effectively.

3.1 Council Policy and Procedure

The Council's Financial Regulations and Financial Operating Procedures refer to the existence of a Disposal Policy. However, the 2007 version attached in the Policy Register is out of date and the revised version dated 2009 was never formally approved.

The Principal Estates Surveyor has confirmed that all disposals are approved by the portfolio holder, with larger transactions being approved at Cabinet, having been reviewed at the Asset Management Forum prior to this. However, no up to date, formal guidelines are available.

Although we have been advised that the method of disposal is selected with a view to obtaining best value, no formal guidance or procedures are in use to ensure consistency of approach bar statutory legislation..

Whilst no instances were identified where assets have been disposed off without appropriate authorisation, or at less than fair value, the absence of formal guidance means there is a lack of transparency over the process, and the risk of inconsistency of approach.

3.1a

It was agreed that the Principal Estates Surveyor will ensure that clear guidance is available to all officers advising on the correct process for the disposal (or acquisition) of assets, and that copies of old procedures are removed from the policy register, and associated documents such as the Financial Regulations and Financial Operating Procedures updated to reflect the current process.

4. Risk: Best value is not obtained from property owned by the Council.

4.1

Various programmes of review are in place across the Council to ensure assets are physically fit for purpose. However, there are some exceptions which mean that the Council may not identify all instances where assets are failing to provide best value.

No review programme exists for some classes of asset (e.g. bridges, coastal defences). However, the Senior Engineer (Technical) has confirmed that a new post has been created and that these checks will commence in the near future. Until these reviews take place, there is a risk that the assets may not be suitable for use, or may not be of benefit to the Council.




4.1a

It was agreed that the Principal Estates Surveyor will consider coordinating the condition surveys to ensure the results are captured centrally on the Asset Register, and identify issues regarding frequency (or absence) of review.

4.1b

It was agreed that the Principal Estates Surveyor will ensure that a strategic review of asset clusters such as areas of land managed by Countryside and parks and gardens is included in the next update of the Asset Management Plan to ensure that assets are used in the most effective and efficient way.


CAMP 2014-2017 DELIVERY PLAN

Priority*	Task Title	Outline project plan	Task Manager	Start Date
1	TNRP** - Leisure assets 	Review of Leisure East Devon run assets. Project plan and project team to be established. Work to link in with the LED joint working group.	Donna Best	2014/15
1	TNRP** - Beach Huts & Chalets	Review of Beach Huts and Chalets - Review to be finalised and recommendations from AMF to be agreed	Donna Best	2014/15
1	TNRP** - Private Clubs and Sports Clubs	Review to be finalised and rent subsidy policy established	Donna Best	2014/15
1	Cranbrook - additional land and buildings management	Task will include liaison with developers and planning authority in relation to 106 implications. Provision of advice to Council as to projected costs and establishment of relevant budgets. Provision of advice and subsequent negotiation on assets to be offered to the Council but which it is not obliged to take.	Darren Somerfield	2014/15
1	Asset Management incorporation into Service Planning 	Project will agree recommended format following consultation with AMF and SMT	Donna Best	2014/15
1	Estates Team Systems Thinking Review	Identification of process efficiencies and incorporation of property management software	Karen Jenkins/ Nick Wright	2014/15
1	Open Space, Parks & Gardens 	Project plan to be agreed but likely to include:-Review of existing costs, projected future costs, exploration of alternative delivery options (incl. Local community)	Andrew Hancock	2014/15
1	Public Conveniences Review	Review of Public Convenience provision and establishment of policy	Andrew Hancock	2014/15
2	East Devon Business Centre	Establish a nil cost business plan (NB tied in with office relocation programme)	Nigel Harrison	2015/16
2	Play Areas, multi-use games areas, outdoor gyms and skate parks	Project plan to be agreed but likely to include:-Review of existing costs, projected future costs, exploration of alternative delivery options (incl. Local community), establishment of policy around future asset take up.	Donna Best	2015/16
2	Depot Review	Project plan for district wide review to be agreed	Donna Best	2015/16
2	TNRP** - Community Halls	Review	Donna Best	2015/16

* As agreed by AMF and SMT

** TNRP - Tenanted non residential property review

CAMP 2014-2017 DELIVERY PLAN

Priority*	Task Title	Outline project plan	Task Manager	Start Date
2	Beaches	Beach Development Plans to be developed along with the creation of a Beach Forum	Andrew Hancock	2015/16
2	Third Sector Asset Transfer	Policy to be agreed	Donna Best	2015/16
2	Arts Development	Review of service, exploration of alternative options for delivery including use of Elmfield House premises	Denise Lyons	2015/16
3	Theatres	Review of theatres - The Pavilion Exmouth (under LED TNRP) and Manor Pavilion, Sidmouth	Donna Best	2016/17
3	Nature Reserves 	Project plan to be agreed and likely to include: assessment of costs, delivery options, contribution to Council priorities with framework development for conservation and management of the NRs and review of management plans	To be assigned	2016/17
3	Whole life costing appraisal	Policy and methodology to be agreed	To be assigned	2016/17
3	Port Royal, Sidmouth - Regeneration	Establish Project Plan to create development brief and delivery strategy in partnership with Sidmouth Town Council	To be assigned	2016/17
3	Performance Management	Development of performance measures that evaluate asset use in relation to corporate objectives	SWAP	2016/17

* As agreed by AMF and SMT

** TNRP - Tenanted non residential property review

CORPORATE BUSINESS PORTFOLIO

1. Description of the portfolio

Corporate Strategy - The Council Plan
Equalities and Equality of Access to Services
Service Delivery and Performance
Complaints and Ombudsman
Branding and Marketing
Data quality

2. Some examples of the role

2.1 Corporate Strategy

A refresh of the Council Plan 2012 - 2016
Annual report
Transformation Agenda / new ways of working
Systems thinking
Committee reports
[Paper light project](#)
Social media policy
Public speaking
Office Accommodation Executive Group
Budget working party
Capital Strategy and Allocations Group
Timetable of meetings

2.2 Equalities and Equality of access to services

Corporate Equality Group
Equality Partners Group
Public Sector Equality duty
Viewpoint survey on equality issues

2.3 Service delivery and performance

Reports to cabinet and Overview & scrutiny
Monitoring and responding to issues
Reputation
Viewpoint survey
Knowing East Devon

2.4 Complaints and Ombudsman

Patterns not individual cases
Report to cabinet
Vexatious complaints policy

2.5 Branding and Marketing

Axe wetlands example

2.6 Data Quality

Single view of the customer

EQUALITY IMPACT ASSESSMENT AND DECISION MAKING

1. Introduction

1.1 DCC recently published a report entitled "[The role of Impact Assessment in effective decision making - Learning from recent Judicial Reviews](#)".

1.2 This report highlights the key points of that report and seeks to draw members attention to the importance of the Public Sector Equality Duty, how that duty should be exercised and how decisions might be challenged in the courts and the possible impact of that if they are.

1.3 This council has put measures in place to try to ensure that decisions are not subject to judicial review under the Equality Act 2010, these include:

- A review of services to ensure that those with a medium or high risk of impact on one or more of the protected groups are identified and updated;
- The formation of a Corporate Equality Group which meets regularly to ensure that managers are briefed and fully up to date on equality issues;
- The formation of an Equality Partners Group through which key Equality Officers and Members meet representatives of all the protected groups to exchange information and ensure that the council is responding to their respective needs. This also forms a strong basis for consultation; and
- The creation of a process of Identification of committee reports that require an Equality Impact Assessment. This will be incorporated into a revised committee report template which has been tested at Housing Review Board.

To date, the Council has not been subject to Judicial Review on equality grounds but we must ensure that we remain vigilant in decision making and ensure that where appropriate we actively consider equality impacts.

2. Recent Judicial Reviews

2.1 Communities across the country are increasingly using Section 149 of the Equality Act to challenge decisions about changes and cuts to public services through the Judicial Review process. The financial impact can be high. One London council lost a whole year's savings after losing in Court.

2.2 Between 2011 and 2012, Devon County Council was subjected to Judicial Reviews which challenged two decisions made in respect of the setting of fees for residential care homes and the decision to appoint Virgin Care as a provider of Integrated Children's Services. The challenges were in relation to whether the Council applied its Public Sector Equality Duty (PSED) (Section 149 of the Equality Act 2010), followed its policies and consulted adequately. Despite winning both cases, Devon's legal costs exceeded half a million pounds.

2.3 Judicial Review provides a route to challenge the way a decision has been made, rather than the rights and wrongs of the conclusion reached. They focus on process rather than outcome. This is an important point. Even when a Local Authority has made a decision with 'all good intentions' it still has to demonstrate clearly that it has followed robust decision making procedures and considered equality implications and opportunities.

3. Equality Impact assessments

3.1 Carrying out an impact assessment provides an opportunity to consider the PSED when making decisions and provides evidence of how equality implications have been considered. Despite some political opinion that they are 'bureaucratic' and 'no longer necessary', the Courts and communities look to these as evidence. Even if there were no PSED, impact assessments would still be a useful decision making/service improvement tool.

3.2 When applying the PSED and carrying out an impact assessment, we need to consider what can be done to improve a policy or practice so that it can advance equality of opportunity and foster good relations (positive impacts), not just eliminate discrimination (negative impacts). Impact assessment is not about justifying a policy or decision can proceed because there is 'no impact'.

3.3 To be effective, impact assessments need to be woven into the Council's decision making processes and behaviours so that it is a 'business as usual' activity; part of the organisation's culture.

3.4 Principles have been set down by case law. These are:

- Those in the public authority who have to take decisions must be made aware of their duty to have due regard to the need to eliminate unlawful discrimination, advance equality and foster good relations across all the protected characteristics;
- The duty to give due regard must be fulfilled before the policy is being considered;
- It involves a conscious approach and state of mind;
- It must be exercised in substance, with rigour and an open mind;
- It is not a question of 'ticking boxes';
- It is good practice for a decision maker to make reference to the duty;
- It is a non-delegable duty;
- The duty is a continuing one; and
- It is good practice to keep an accurate record, showing that the equality duties have been considered and they have pondered relevant questions.

4. Learning Points

4.1 Eight Learning Points emerged from the County report. These are:

1. Doing an impact assessment alone does not fulfil the PSED. The PSED and impact must be drawn to the attention of decision makers (Cabinet, Scrutiny Committee etc), they must pay attention to it and consider it as part of their decision making process.
2. Understand the relevance of equality and continue to pay attention to the PSED even if there are no negative impacts, this includes the need to consider how the authority can advance equality and foster good relations.

3. In a complex and lengthy decision making process, attention to the PSED may vary at different stages but it should be exercised from the outset.
4. The PSED requires decision making/equality impact assessment to be a well informed process of sufficient quality; it should not be treated as a tick box exercise or delegated to other organisations.
5. Take an evidence based approach which clearly considers all protected characteristics and puts community stakeholders at the heart of the assessment/decision making process from the outset.
6. There must be a clear record, which is publicly available and accessible, of how the protected characteristics and PSED have been considered. It does not have to be contained in a document called 'impact assessment'.
7. Follow organisational policies and use the resources and guidance that are available to you.
8. Robust decision making that incorporates impact assessment and pays attention to the PSED needs to be part of the organisational culture.

5. Protected Characteristics

5.1 The Nine protected characteristics under the Equality Act are:

Age.

Refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).

Disability.

A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Gender reassignment.

The process of transitioning from one gender to another.

Marriage and civil partnership.

Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated the same as married couples on a wide range of legal matters.

NOTE: (Legislation to allow same-sex marriage in England and Wales was passed in July 2013 and is expected to be brought into force on 29 March 2014.)

Pregnancy and Maternity

Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Race.

Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion and belief.

Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Sex.

A man or a woman.

Sexual orientation.

Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

Agenda Item 10

Overview and Scrutiny 27 February 2014

Karen Jenkins



Meeting the Public Sector Equality duties – progress and key areas of activity

Summary

EDDC is using the local government equality framework to ensure it is meeting its equality duties which are outlined in the Equality Act 2010. This paper documents our progress and activity against key performance criteria during 2013.

Ensuring that our services and decisions are assessed from an equalities perspective is now more important than ever. Many councils have been subject to judicial review (including Devon County Council). These cases are costly to defend and have significant customer service and reputational impacts. Most of the judgements against councils are made where it is evident that the decision makers simply have not genuinely considered equalities' impacts in their decision making.

Recommendation

That Members note EDDC's progress and activity against key performance areas relating to the Equality Act 2010 and agree the future actions as set out in the report.

a) Reasons for Recommendation

To ensure that EDDC understands its general and specific duties outlined by the Equality Act 2010 and that the Council mitigates any risk of judicial review by ensuring it pays 'due regard' (proper regard) to equalities issues when it is making decisions.

b) Alternative Options

None

c) Risk Considerations

These are reputational, financial and legal.

d) Policy and Budgetary Considerations

None

1 Main Body of the Report

1.1 EDDC has a general duty to advance and promote equalities as well as a specific duty to publish its equalities objectives. Following consultation, EDDC

published the following equality objectives and these are outlined in more detail in appendix one.

These are:

- Knowing our communities
- Serving our communities
- Including equalities in our decision making

1.2 The Equality Framework asks local government organisations to consider the following areas in relation to equalities and this report charts our progress under each of the key headings. See appendix two for more information about what is expected.

- **Knowing your communities**
- **Leadership, partnership and organisational commitment**
- **Community engagement and satisfaction**
- **Responsive services and customer care**
- **A skilled and committed workforce**

1.3 **Knowing your communities**

- EDDC purchased a tool called LG Futures. This important tool provides us with the capability to profile our communities and in 2013 helped us deliver 'Knowing East Devon' and ward profiles. These have helped us develop a shared understanding of East Devon's communities.
- Officers across the Council have been trained in how to use this tool and there is a regular meeting of our Data Group to ensure that data is shared across services for the purpose of decision making.

1.4 **Leadership, partnership and organisational commitment**

- We have a corporate equalities group which meets regularly to discuss equality issues and feedback for services from our partners.
- We have an equalities partners group which meets regularly and is supported by Cllr Ray Bloxham, Cllr Vivien Duvall Steer, Cllr Stephanie Jones and Cllr Steve Gazzard. This group of equalities partners includes groups representing those with visual impairments, disabilities, race and faith groups.
- Equality training is mandatory for all EDDC staff and over 85% of our workforce have now been trained in equality and diversity awareness.
- We have also delivered the following equalities training:
 - Dementia awareness (48 staff trained)
 - Mental health awareness (140 staff trained)
 - Deaf awareness workshop (33 staff trained)
 - How to communicate with someone with a learning disability (50 staff trained)
 - Aspergers syndrome awareness (9 staff trained)
 - Sighted guide training (learning how to guide a visually impaired person) (8 staff trained)
 - Consulting with people with disabilities (32 staff trained)
- We have developed clear guidance for officers completing equality impact assessments.

- We have incorporated equalities into the Cabinet agendas so that Members are reminded to consider equality impacts when making decisions.
- Full council were given an equalities presentation to outline the 9 protected characteristics of age, disability, race, sex, sexual orientation, pregnancy and maternity, religion and belief, marriage and civil partnership and gender reassignment.
- We have incorporated children and vulnerable adults into our equalities impact assessments.
- We have developed our policy on Safeguarding children and adults and raised awareness of these issues with all staff.
- We have significantly updated our web pages to publish our new Equality Policy and corporate equality objectives.
- East Devon District Council worked with Bicton College to find employment for young people with learning difficulties. We have now employed one individual for 10 months following this scheme.
- We undertook detailed equality analysis when reviewing the Devon Home Choice Policy last year.

1.5 Community engagement and satisfaction

- Community engagement takes place on an ongoing basis with a wide range of stakeholders.
- In 2013 we sent out our Viewpoint Residents' Survey to ask residents what they think of our services and seek their views on how we should consult and communicate with them.
- We have sent out an equality community needs' survey in early 2013 to help continue to improve our services and conducted a face to face session with equality partners to gain feedback on our services. An action plan will be developed in early 2014 to make sure that issues arising are addressed.
- We have an active Tenant Scrutiny Panel operating that provides ongoing challenge from customers.
- We have delivered a consultation training course to 40 officers and Members. This session is designed to assist public sector service providers in effectively engaging and involving service users in shaping and monitoring those services. Assisting delegates in how to create best practise accessible information which will enable effective service user involvement and which will also meet reasonable adjustment recommendations of the Equality Act.
- We have worked with the NHS to develop visual aids for use by our officers to help facilitate communication.
- Not all our ICT systems interface with each other so we have developed a process for officers which keeps them informed and updated when customers tell us about any special needs that they have.

1.6 Responsive services and customer care

- Managers and staff have been briefed at all levels on the importance of carrying out an equality impact assessment. Guidance is available on the intranet.
- We are monitoring corporately to ensure that all policies and strategies are equalities assessed where they have a potential high or medium equalities impact.
- We have adopted a Health Equalities Policy in 2013 aimed at reducing health inequalities.

1.7 A skilled and committed workforce

- East Devon District Council has a clear profile of its staff and annually we invite staff to update their personal records.
- We are implementing an upgraded HR system which will enable us to track the diversity of job applicants.
- We publish equality data on the internet.
- We carry out regular equal pay audits.
- We have robust procedures for dealing with issues relating to bullying, harassment, and acceptable behaviour.
- We carry out an annual staff engagement survey to ask people what they think about working for East Devon.

1.8 Future actions

- We will brief staff, members and equalities partners to raise awareness of the learnings from Devon County Council's equality related judicial reviews.
- We will develop an action plan from surveys carried out in late 2013 with our equality partners which gives us specific feedback on key services.
- We are involving our Equality Partners in the design and development of our new website.
- We will involve our Equality Partners in the design of our new office accommodation.
- We will deliver a Public Health Plan in 2014 which aims to improve the health of residents and communities. It covers the health of older people and disadvantaged groups.
- We will undergo a Peer Review to help us understand the nature and quality of our progress and keep us on moving towards the Achieving Level of the Equality Standard for Local Government.
- We will add to SPAR any decisions where the Equality Impact Assessment highlights that action is required to monitor corporately that this action is taken.
- We will be working with the Stansfield Centre Exeter to provide work experience for local school age children with difficult backgrounds.
- We will continue offering a range of training opportunities to further our equalities work and raise awareness.
- In the Countryside Service Plan we have committed to 1) the provision of new access infrastructure on Local Nature Reserves to ensure access for all is embedded in the decision making process 2) all information leaflets fully meet the corporate guidance on equality 3) provision of facilities for people with disabilities in the Thelma Hulbert Gallery, Manor Pavilion and Axe Wetlands.
- The Environmental Health Service Plan commits to ensuring that any changes to car parking charging policy would potentially be of medium or high equalities relevance and should therefore be the subject of a further analysis.

Legal Implications

The legal framework relating to the Equality Act 2010 is reflected in the body of the report.

Judicial review is the main way that the courts supervise bodies exercising public functions to ensure that they act lawfully and fairly. Most of the recent high profile legal challenges to other councils on equalities issues have been about cuts in service or service

reorganisation which local authorities have made due to budget constraints. This does not mean that service reductions cannot be made, rather than having regard to statutory duties [including the Equality Act] needs to be integral to decision making.

The role of the court in judicial review proceedings is not to inquire into the merits of an individual council decision, but to conduct a review of the process by which the decision was reached in order to assess whether that decision should be set aside by the court on procedural grounds. For example, the courts will very rarely give a view as to which of two social services facilities should be closed, but they may consider whether statutory processes have been properly followed in the lead up to that decision. If they have not, then the court has the discretion to quash the council decision or send it back to the council for redetermination; alternatively the court may consider the public interest lies in not interfering with the decision that has been made.

Although councils are generally defendants rather than claimants, this council has sought judicial review successfully in the past to challenge central government decisions, as in our judicial review related to the Devon Unitary proposals.

Giving reasons for particular decisions on service delivery [already part of our constitutional minuting processes] is an important part of minimising the risk of judicial review and obviously helps communicate a clear message why the decision has been made. The legal team works with staff throughout the organisation to help design processes which support good decision making. The learning points arising out of case law are regularly discussed at senior management team meetings.

Apart from the financial and reputational risks of litigation, members will be aware that judicial review can also delay the implementation of council decisions and projects.

Financial Implications

There is a dedicated Equalities Objectives budget of £6,230 for 2013/14 (£8,280 for 2014/15) with around £3,800 spent to date. This covers costs of specific specialised advice, as all staff training costs highlighted in the report, are met within the Teignbridge Training Partnership budget.

Background Papers

- [Appendix one – equalities objectives](#)
- [Appendix two – key performance questions for local government equality framework](#)

Karen Jenkins
Corporate Organisational Development Manager

Report to: **Overview and Scrutiny Committee**
Date of Meeting: 27 February 2014
Public Document: Yes
Exemption: None



Agenda item: **10**

Subject: **Review of agenda and report styles**

Purpose of report: In keeping with the progress of the Members' paper light project, and to improve ease of use for documents at meetings, work has progressed over the past few months to test new report styles. With continued pressure to reduce paper costs, the Democratic Services Team, working with the Portfolio Holder for Corporate Business, has revisited the existing agenda and report layout with a view to reducing printed copy whilst retaining all relevant information required by Members to make an informed decision.

Recommendation: **That the Committee recommend the revised style for agendas and reports be continued to be developed with a view to implementation across all meetings from June 2014.**

Reason for recommendation: The change in style provides a clear outline of what information is relevant to Members to make recommendation or decision in a short, concise form. Change in style is planned alongside continued work with report writers to provide concise reports.

Officer: Debbie Meakin, Democratic Services Officer, dmeakin@eastdevon.gov.uk

Financial implications: Report template must remind report writer to include any request for funding, identifying total and source, in the report and specifically state in the recommendations. If no additional funding is required, this must also be clearly stated in the report

Legal implications: Agendas and reports are subject to the provisions of the Local Government Act 1972 and associated legislation, which will require a slightly different Agenda template for reports to Cabinet

Equalities impact: Low Impact
Changes to style should improve readability

Risk: Low Risk
Some adjustment in reporting style may be required for some report writers, but the report template design uses prompts to assist the report writer in providing a short, concise report.

Links to background information: • Members' Paper light project report, [Cabinet 27 November 2013](#)

Link to Council Plan: An outstanding Council

Report in full

1.1 Why change the current format?

Four factors have led to this review of the report template and the agenda:

- SWAP report “Committee Reporting – Member decisions” published 4 November 2012, recommending some small changes to the current report template;
- Portfolio Holder for Corporate Business drive for short, concise committee reports;
- Systems thinking measures for Democratic Services team to obtain clean reports and reduce paper costs;
- Open for Business – access to documents by different devices.

1.2 Restraints

The template has to retain features of the corporate design guidelines, so has to be in Arial point size 12 and contain the EDDC logo in the top left hand corner of the first page of the document.

The actual content of committee reports, in terms of relevant content and style of writing, cannot be dictated by a template. This is up to individual report writers and SMT guidance on what standard reports must meet. A template can however prompt for report writers to take factors into consideration, such as risk and equalities impact.

1.3 Research

No one style of report reviewed from other authorities (or indeed some other agencies) jumped out at me as an easy and quick to read style. Versions of what should be the same kind of report were many, some drawing out key cross cutting issues such as risk, others keeping that information in the body of the report.

So with no easy “borrow” option, I decided to review our existing template on the following elements:

- Must be easy to read key facts – what the report is about, what the report writer is asking the reader to do;
- Must include and prompt the report writer to include key elements that the reader can easily find – risk, legal and financial implications, and equalities impact;
- Must be easy to view both online and in printed form.

In my past experience with the Overview and Scrutiny Committee, I have noted that often legal and financial comments were missed by some Members because they currently sit right at the end of a report. For detailed comments that may have a significant bearing on the recommendation (for example, there is no budget provision to pay for the proposal) this could be a problem. Working through the existing report style, some re-ordering and some removal of fields seemed to provide a better overall result for ease of reading.

1.4 Testing

John Golding, Head of Housing, agreed to implement the proposed style of report for the Housing Review Board. This testing allowed for some technical adjustments to be made to the template used by report writers. Feedback from the Board has been positive in finding the reports clear and easy to follow.

1.5 Agenda development

Again, based on research there was no common style of agenda front pages across authorities. The decision was taken to strip back the agenda to clear headings, with electronic links to the information sections of the agenda – such as declarations, public speaking, and equalities. The first test of this new style has been undertaken with this agenda. The main motivation to strip back the agenda was to both reduce paper, and to potentially have the agenda front page in a format suitable for a webpage.

1.6 Next steps

The logical next step, if Members are in agreement, is to roll out the new style of report and agenda with an implementation date of June 2014, to link with a new civic term. If Members feel that further development is necessary, there is the option to refer the styles to the Corporate Business Portfolio Holder think tank, and work with the Member Champion to reach a final style before adoption.

Draft Council Meetings Programme

This interim report is an update on the progress and seeks members views on the way forward.

There are two issues.

- 1. The timetable of meetings to provide a logical flow through Cabinet to Council.**
- 2. A review of Full Council meetings**

Timetable of meetings

Initial thoughts have been directed to Housing Review Board and Overview and Scrutiny Committee as both refer their recommendations through Cabinet to Council. Development Management and Licensing, as quasi-judicial bodies, refer their minutes direct to Council. Audit and Governance also refers its minutes direct to council. Rescheduling these meetings is not therefore regarded as a priority.

With regard to Housing review, Democratic Services has proposed a change to the timetable to allow HRB minutes to go before the Cabinet and Council immediately following. This has been agreed by the Chairman and will be implemented.

With regard to Overview and Scrutiny, the issue of scheduling turns upon whether or not the committee requires the continued inclusion of standard agenda item 8 which is as follows:

Cabinet Agenda

Members are asked to notify in advance the Chairman or the Democratic Services Officer any Cabinet items they wish to debate. Members to debate any issues of concern on the current Cabinet agenda in order for the Chairman to feed this back to the Cabinet at its meeting on (date). The website link to the Cabinet agenda will be emailed to Members on (date).

The Cabinet agenda is available one week ahead of the Cabinet meeting and therefore the retention of this agenda item means that O&S meetings must be scheduled no more than one week ahead of Cabinet. It therefore follows that the minutes of the O&S meeting will not be available for inclusion in the following Cabinet agenda. There is simply not enough time. This means that routinely O&S minutes are formally referred to the Cabinet in the succeeding month and this also means that occasionally to a subsequent Full Council.

The inclusion of O&S agenda item 8 was introduced in the previous council but, prior to that, was not a routine feature of the Scrutiny committee role. With all members able to speak at Cabinet, it is suggested that this standard agenda item be reviewed with the possibility of its removal. Members need to consider its value (and how many times it is used) against the desire to schedule O&S meetings so that their minutes can go to the Cabinet and Council immediately following.

A review of Full Council meetings

Members may wish to consider a review of full council meetings. In looking at this issue, research has been informed by similar experiences at Bath and North East Somerset District Council.

The aim of the review could be:

- An improvement in the effectiveness, efficiency and perception of Full Council
- An increase the level of engagement and interest of Councillors, officers and members of the public at Full Council meetings.
- Changes to the role of Full Council.
- Guidelines for Councillors to encourage a change in individual behaviour and a culture change in Full Council operation.

What is the role of Council? Is the current arrangement the best use of time?

Members might wish to consider that the role of council is:

- a. Deciding strategic policy
- b. Monitoring actions taken by the Executive on behalf of the Council, as well as their ongoing performance and
- c. Community leadership.

In terms of use of its time, members might wish to consider what business should be considered at full council, including presentations and awards. There are legal and constitutional issues and there has not been time to research these for this report.

Recommendations:

1. That members consider the continued value of standard agenda item 8 (Cabinet agenda) and decide whether it should be retained. If members agree not to retain this item, a revised meeting timetable can be prepared to allow O&S minutes to flow to the next Cabinet and Council.
2. That members consider whether or not they wish to conduct a review of the role of full council and what form that review should take. (Portfolio holder / think tank / TaFF).

Portfolio Holder Corporate Services Update notes:

Current activity within Organisational Development (Karen Jenkins)

Managing absence cases

Absence is currently running at 6.47 days which is an improvement on this time last year when it was 6.84 days. This year we offered flu jabs for the first time and at the end of February we will be analysing the effect of this on our absence rates for flu. Flu is usually the most common reason for absence during the winter months.

Staff resourcing

Since the difficult financial climate began, we have continued with our process of the CEO signing off every vacancy even if this is a replacement for an existing member of staff. This process requires the recruiting manager to provide a business case and demonstrate the impact on the budget.

To support our focus on headcount, from 2014 we will be reporting on headcount from the General Fund and splitting out posts which are funded by the HRA or externally funded.

	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13
Average Headcount	515.50	517.50	519.00	518.00	517.50	517.00	517.50	517.00
Average FTE	466.62	466.48	466.99	467.31	467.59	469.51	468.78	468.06

Supporting TUPE and restructuring within the organisation

- Civil Parking Officers – the on-street parking Civil Enforcement Officers and member of our administration team will transfer to Devon County Council with effect from 1 April. Informing and consulting with the team and UNISON is ongoing.
- Countryside restructure – consultations are ongoing with staff and UNISON.
- Senior management restructure and recruitment.
- Economy service – restructure.

Corporate OD Manager is lead for HR and Communication for Plan C across Exeter, East Devon and Teignbridge

- Development of a communications and HR Plan including TUPE, selection processes and terms and conditions.

- Election of employee representatives across all three councils
- Internal and external communications activity to support the project.

Office accommodation

OD is providing a significant level of support to this project in a number of ways including internal and external communication and production of key data. This includes:

- Producing an equality impact assessment to support the Cabinet Report for February.
- Providing details of numbers of desks and space planning requirements for the new office.
- Providing details of touchdown spaces for officers and places across the district where we can meet customers.
- Staff stakeholder meeting and internal communication.
- East Devon Extra and key communications planning for key dates of the project.

Further staff and UNISON consultation will begin once a Full Council decision is made.

Staff engagement

We have just completed a staff engagement survey and full details and analysis and an action plan will be provided in a report to Cabinet. As a headline figure we have achieved 89% of respondents confirming that they are happy with EDDC as their employer.

Community engagement

To support the residents' survey and ensure that we are improving our dialogue with other sections of the community, we have also sent out surveys to town and parish councils and our equality partners. We will receive all data back and will provide analysis to Cabinet. Members have decided that we will repeat the resident's survey annually.

Council Plan Refresh

Karen Jenkins, Corporate Organisational Development Manager has led work within SMT to update the Council Plan and this will be presented to Cabinet in February. The objectives and key promises outlined in this Plan will form the basis of our monthly, quarterly and annual performance reports for 2014/15 and ensure that there

is a clear focus on what needs to be delivered against the plan now it is in its mid term.

Freedom of Information requests and Complaints

This work continues. At the end of last year, the Corporate Organisational Development Manager developed two revised policies in relation to this work: complaints policy and dealing with unreasonable customer behaviour.

Communications to support the Local Plan

Lisa Mansell Communications and Public Affairs Manager is drawing up a communications plan to support the Local Plan review.

Open for business – web channel

The communications team is responsible for the content side of the new website. We have now trained our web authors in the new system and a plan for the content refresh for all services will be available for the end of January.

Payroll Services

This service was awarded the highest level of endorsement from SWAP for the second year running at the end of 2013. We have implemented the government's auto-enrolment for pension across the council. Key forthcoming challenges are communicating changes to the Local Government Pension Scheme.

Living wage

At the end of November 2013, we implemented the Living Wage for all staff so no one now earns less than £14759.

Upgrade to i trent

We are now almost at the end of our HR/Payroll system upgrade and hope to make the final changes live by the end of January. This upgrade includes better self service functionality for staff and a better recruitment experience with an on-line application form.

Democratic Services

Member Development

There has been a wide range of development opportunities offered and taken up by Councillors since the 2011 elections – summary

The initial programme of induction and welcome aimed to get newly elected councillors 'up to speed' as quickly and effectively as possible. This process was helped significantly by experienced councillors also attending these sessions - they shared their own experience and were very supportive. Where possible, these sessions were devised and led by EDDC officers so that they could be tailored to EDDC's procedures and structure. Very often 'bought in' trainers provide a one size fits all training package. Feedback from the induction programme was very positive and councillors particularly liked the tours and opportunities to meet teams such as housing, planning and building control - to get a better insight into how they worked.

Since the induction programme, some development opportunities have been targeted to particular councillor responsibilities such as media skills and chairing skills, or specific to particular committees such as planning training and audit. Others including social media and plain english workshops have been open to all. The training/development has been planned to meet identified needs, based on feedback from councillors and in response to changes in legislation and circumstances. Examples of this are the code of conduct sessions, briefings on the office relocation issues and the 'stop loan sharks' presentation.

There are also opportunities to attend conferences - these are offered to a councillor who would most benefit from attendance. Councillors who have attended conferences prepare a conference report which is circulated to all councillors so that learning can be shared. Examples of conferences attended are – The Future of the National Planning System, Airports Commission briefing for Local Government, the LGA Annual Rural Conference and Creating Garden Cities and Suburbs.

Whenever possible, advantage is taken of free training and joint Devon training. Examples include the Devon wide 'developing your leadership potential' course. Joint training has the added advantage of networking opportunities.

Training/development is there to support councillors in their various roles within the council. Rather than relying on providing one-size fits all courses and training, we have been striving to provide tailor made (often in-house) training opportunities. The best learning is when councillors take responsibility for their own development – knowing where to find information and where to go for support. For example: shadowing, attending cabinet, taking an active role in Taffs and using the links in the Knowledge to keep up to date with local and national issues

The 365 training and paperless initiative is a good example of councillors developing their own skills with support from the ICT trainers and councillor mentors. And don't

forget, the Democratic Services Team is always available to give support and assistance to councillors – just ask.

Recording of Meetings

Recording of the main committee meetings has been gradually phased since the agreed trial started at the end of July last year. There have been some technical difficulties, and it has taken the team some time to learn how to use the software, specifically in breaking down a meeting into items for uploading to the website. The quality of the recording is acceptable. The administration of recording does add to the work of the Democratic Services Team

During the period up to 30 January, 149 separate MP3 files covering 14 meetings were uploaded to the website. Of these, only 59% have been clicked on at least once, with the highest number of hits at 14 for the recording of Overview and Scrutiny held on 27 July 2013. Most MP3 files are in single figures for hits, including Development Management items; and generally within two weeks of the MP3 being uploaded.

ICT Update

- Exploring shared service initiative – updated to Members with the business case at Cabinet under part B in November 2013
- Upgrading all devices to Windows 7 by the end of May
- Completing the roll out of Office 365 to all members
- Moving all transactional documents onto the EDMS; backscanning required paper docs onto the EDMS
- “Open for Business” programme - creating a new website and turning 700 council processes into on-line transactions – will take us 2 years
- “Worksmart” – identifying mobile working solutions for home/mobile/flexible workers and creating the apps to go with them
- In-cab technology for SITA by end of April
- Citizen app – mobile phone app to enable reporting of problems (done)
- Designing systems to comply with CoCo

Agenda Item 12

Overview and Scrutiny Committee

27 February 2014

Quarterly Monitoring Report



Quarterly Monitoring of Performance – 3rd Quarter 2013/14 October to December 2013

Summary

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

Recommendation

It is recommended that Members consider performance against delivery of the promises/priorities in the Council Plan, Key Service Objectives from Service Plans and Performance Measures for the 3rd quarter of 2013/14 so that issues can be addressed in a timely way.

a) Reasons for Recommendation

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

b) Alternative Options

None

c) Risk Considerations

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

d) Policy and Budgetary Considerations

None

e) Date for Review of Decision

Performance information is provided on a quarterly basis.

1 Main Body of the Report

1. Appendix A is a report showing progress of the council promises taken from the Council Plan 2012-16 and key performance indicators from our services. The report also highlights Service achievements and performance from the third quarter of the year.

2. Appendix B shows progress against service plan objectives and performance indicators linked to the council objectives in the form of bar charts. A supplementary page to Appendix B will provide information for Members on all performance indicators and draw attention to any objectives that are showing as a 'variation' or 'concern'.

3. There are no council promises showing a status of concern but there are 3 service objectives showing concern. These are:

- **Corporate co-ordination of attendance at key Devon wide events to maximise opportunities to engage with the community** - This has not been completed as much as we would have liked to due to pressures of other prioritised work. It will be continued as an objective for 2014/ 2015 when it is hope there will be more time available to do it successfully.
- **Produce a beach management plan to cover all EDDC beaches** - Work has paused on this objective due to long term sickness with the officer responsible.
- **Consider the feasibility of introducing transparent canopies over ticket machines to protect machines and customers from the elements** - This is still not a priority at a time of significant financial constraint

Legal Implications

No legal comments are required.

Financial Implications

No direct financial implications.

Consultation on Reports to the Executive

Relevant Heads of Service, Corporate Managers and Officers have contributed to the appendices.

Background Papers

- [Appendix A – Detailed report showing progress against all of the Council Promises, key performance indicators and service achievements.](#)
- [Appendix B – Bar chart summary for service plan objectives and performance indicators with a detailed report for areas of 'concern' or 'variation'.](#)
- [Appendix C Explanation and definitions](#)

Karen Jenkins Ext 2762
Corporate Organisational Development Manager

Overview and Scrutiny
27 February 2013



Quarter 3 Performance Report 2013-14

January 2013

Document Key

Promise Status classification

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

Performance Indicators (PI)

- The 'Previous Year End' column reports performance at the end of 2011/12, if that information is available.
- The 'Current Target' column represents the annual target some measures no longer have targets or are not suitable for targets.
- The columns 'Q1 Act', 'Q2 Act', etc. show the actual year to date situation for each Performance Indicator. The key for the colours is as follows:
 - Red (Concern) – if the PI is 10% or more below the target.
 - Yellow (Variation) – if the PI is between 10% and 0.1% below the target.
 - Green (Achieved) – if the PI and the target match exactly or the PI is above the target.
- The Direction of Travel column shows if the PI has improved since the same period last year. An up arrow showing improvement, a down arrow showing deterioration and a level arrow showing a static trend.

Council Promise - Living in an outstanding place

Outcome - Make more affordable, good quality homes available for our residents

Council Promise 2012-16	Status	Comments
Bring at least 10 private sector empty homes back into use each year	On track	We have almost completed the review of Council Tax data on homes empty for more than 3 years, and continue to work with very long term empty home owners to persuade them to bring their properties back into use. We have completed the enforced sale action on one long term empty home and are meeting with a company who have carried out enforced sale procedures for other LA's to discuss the possibility of taking on our list of long term empty homes where enforced sale would be appropriate. Our mail shot to over 500 empty home owners from the Council Tax data has prompted some owners to make contact. Our resources with this work is currently limited due to long term sickness absence, however it is hoped that progress can be maintained.
Have all the infrastructure in place to start building homes at Cranbrook in 2012	Achieved	
Meet the local offers / standards commitments to tenants contained in "Our Commitments to You"	Achieved	We are delivering on the local offers and have reported progress in the Annual report to Tenants published in October.
Produce at least 100 new affordable homes per annum	Achieved	Achieved in excess of 100 units already. Expect in excess of 200 units this financial year.
Set a baseline and improve the thermal efficiency of homes in the District	On track	ECO partnership documentation to be completed beginning of 2014, with hoped for commencement of projects soon after.

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Number of affordable homes delivered	124	100	55	64	145		↑	

Notable Service Achievements

- Work has continued on Powell Close in Seaton, including on knocking two bedsits into one in one of the blocks. Communal areas of Blocks 1 and 2 of Bonners Causeway, Axminster, have been completely redecorated and refurbished.

- During this third quarter Estate Walkabouts have been carried out in Exmouth (Pound Lane, Broad Park Road, Brimpeny Road, Forton Road) Membury and Stockland. While no further Blitz Days were carried out, officers continued to undertake tenancy audits within their individual patches.

- We are on course to complete two Community Land Trust schemes this year providing additional affordable housing in rural areas.

- We are investing more resources into improving the housing stock and the environment around tenants homes, including garages and car parking. We have encouraged downsizing and ensuring that we get the 'right people in the right home'. The Devon Home Choice scheme for allocations is kept under review.

Council Promise - Living in an outstanding place

Outcome - Maintain residents' high satisfaction with their area and home as places to live

Council Promise 2012-16	Status	Comments
Reduce the low amount of waste sent to landfill in the District so that we are amongst the 10 best performing councils in England.	Achieved	Figures released by DEFRA for 2012/3 show EDDC 6th of all English local authorities for the amount of collected household waste per person with 288kgs and a recycling rate of 46% which is 114th out of 351 English local authorities
Complete the Eon combined heat and power plant to service Cranbrook, Skypark and the Intermodal Freight Terminal	Achieved	Main Energy Centre has now been commissioned.
Progress delivery of projects identified in the Exmouth Master plan creating new, attractive places to enjoy, live and do business in Exmouth in 2013	On track	Premier Inn constructor being contracted. Queens Drive outline planning application approved in December, with marketing now to follow. Mamhead Slipway engineering investigations are ongoing. Proposals for Master plan delivery to cabinet 2014.
Help Seaton achieve its Visitor Centre by May 2015	On track	Progress awaiting CCF funding announcement and currently preparing a Heritage Lottery Fund bid. A report to Cabinet will be seeking additional resource to support this project.
Delivery of Residents' Survey results to ensure we can track reputation and respond to feedback	Achieved	Survey undertaken and results published at http://www.eastdevon.gov.uk/annualperformance

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Number of households living in temporary accommodation	17	40	13	12	13		↑	
Improved street and environmental cleanliness – fly tipping	2	3 (1/4)	2	3	2		↓	

Notable Service Achievements

- Our Tenant Scrutiny Panel has reported to the Board its findings in relation to its second project - a review of 'voids' and officers have responded. We have recently published our latest annual report to tenants and continue to work with them on setting local service standards that are meaningful to both parties. A summary document has been sent to every tenant and leaseholder.
- The SWITCH project continues to be a great success and well supported by young people in Littleham, Exmouth and Millwey Rise, Axminster. Young people gain more formal skills in various areas including IT, seeking employment, music and film making as well as the more physical circus skills. Discussions have taken place in the new year around the possibility of setting up a third SWITCH project, this time in Honiton.

- Projects continue to be supported in Exmouth, Honiton and Axminster which help young people develop a variety of skills and we are looking to recruit a local young person as a community development apprentice this year. A number of events have been supported in rural communities to engage young people in these areas and make sure they are not excluded. The latest to come on line is Men's Shed, a national project which is now running out of Clayton House in Littleham, Exmouth, sharing skills across generations and potentially helping some people back into work.

- A Local Welfare Support scheme was adopted by Cabinet in March and implemented from April 2013. A review report was presented to Cabinet in November showing that we are within budget and allocating funds to food banks; a local credit union; and individuals in hardship.

Council Promise - Working in an outstanding place

Outcome – Deliver a thriving, competitive local economy

Council Promise 2012-16	Status	Comments
Hold talks in Honiton, Axminster and Sidmouth to explore the potential for regeneration opportunities	On track	Honiton - Beehive Centre – ongoing support and additional funding for site drainage committed and construction is well underway. At Axminster there is continued engagement with Webster’s Garage site owners and Agent. In Sidmouth we are in correspondence with Drill Hall project proposers.
Economy Strategy to increase the number and variety of job opportunities within and throughout East Devon by building on the benefits emerging from the development taking place in the West End of the District by 2013	On track	Local Employment and skills strategy adopted by the Council and the Growth Board. Further promotion of West End employment sites.
To help secure the necessary infrastructure to create and support sustainable agricultural, business and visitor economies in East Devon.	On track	Continued funding of the Business Information Point (BIP) to support business across the district. Continued regeneration of priority areas across the district.
To provide business support, innovation ideas, networking opportunities and training for small and medium size businesses. To look to provide or facilitate suitable premises for all stages of their development.	On track	Small businesses throughout East Devon have access to independent and impartial business advice and networking opportunities through the Council’s funding of Business Information Point (BIP) www.bipwestdevon.biz So far this year (to 31st December 2013) some 130 East Devon businesses have been supported in this way to the benefit of more than three hundred employed or self employed individuals.
To use the natural assets of the District to strengthen and widen the visitor economy throughout the year by aiding new and existing tourism businesses to provide high quality facilities and accommodation, without damaging the outstanding beauty of the East Devon environment.	On track	Continued delivery of Exmouth Master plan. Countryside Team management of green spaces and environmental assets. Ongoing project development of Seaton Jurassic

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Creditor days - % of invoices paid within 30 days	99	99	99	99	99		↔	
Proportion of Our spend with small and medium sized enterprises	New for 2013/14	Baseline	44.71	62.16				Quarter 3 data will be published in quarter 4
Proportion of our spend with local suppliers	New for 2013/14	Baseline	22.05	23.39				Quarter 3 data will be published in quarter 4

Council Promise - Enjoying this outstanding place

Outcome – Provide cultural and leisure activities accessible to all residents and visitors

Council Promise 2012-16	Status	Comments
Develop ideas and income generating projects to keep creative art workshops and international art exhibitions available and accessible in our District	On track	
Fund Leisure East Devon to the tune of £1 million a year	Achieved	
Support healthy lifestyles through our play provision, beaches, cycle routes and footpaths	On track	

For 2013/14 there are no performance indicators for this Council Promise. Progress is being monitored through Service and individual objectives in SPAR.net see appendix B.

Notable Service Achievements

- We are working with partners to ensure bathing water quality meets national standards. This includes our work with the Environment Agency to identify possible sources of upstream contamination by cattle and to seek to prevent failures in bathing water quality standards. Good progress is currently being made in the Budleigh Salterton area.
- The Environmental Health Service is looking at addressing the public health priorities being identified by Public Health England and develop joint working relationships with Devon County Council's Director of Public Health. Project ideas are now being developed for consideration by the East Devon Officer working group. The Council's public health plan is being reported to Cabinet in February 2014.
- The Manor Pavilion Theatre has just announced its new programme for 2014 with over 20 new shows for the new season. Full details can be found at www.manorpavilion.com
- The 'intoLACE' exhibition saw 1272 visitors to Thelma Hulbert Gallery (THG) our best visitor figures for an exhibition in 2013 and our second best attended exhibition in the history of the gallery.
- End of year analysis of feedback forms from Countryside events showed that 87% of attendees at our events rated them 5/5 and 13% rated them 4/5 on a scale of 1 to 5 (5 being the best score!)
- We have launched a new River Axe curriculum pack to local schools to increase school visits. A December review of the Countryside team's figures for 2013 demonstrated that Environmental Education visits for schools and youth groups were up by over 20%; number of pupils being actively engaged in learning about their environment increased by 50% on 2012/13. Also events attendance was up by over 100%, and income from events was up by over 20% compared to 2012.
- On November 14th we had a record 40 attendees at 'Meet the Birds' at the Axe Estuary Wetlands, a bi-monthly drop in session where a volunteer guide in the hide helps members of the public develop their birdwatching skills. The total number of people coming to 'Meet the Birds' in November was 66.

Council Promise - Enjoying this outstanding place

Outcome – Protect and enhance East Devon’s natural environment and its habitats and wildlife

Council Promise 2012-16	Status	Comments
Complete and promote the Axe Estuary Wetlands as a regionally important wildlife destination, attracting 60,000 new visitors by 2013	On track	

For 2012/13 there are no performance indicators for this Council Promise. Progress is being monitored through Service and individual objectives in SPAR.net. This will be reviewed for 2013/14.

Notable Service Achievements

- The volunteering programme in the countryside team is going well. Our Volunteers clocked up 787 hours of work for the countryside team from November to December – equivalent to £6296 in monetary terms – their enthusiasm and hard work is, as always, invaluable to us.

- EDDC have joined a project being run by the EA & Teighnbridge to carry out work at Dawlish Warren as part of the Dawlish & Exmouth Beach Management Scheme. From the part of the scheme we are involved in we are looking to get options for maintenance work on Exmouth beach, timescale for this work, estimated cost for the work and where the money can be sourced. We have come in late to the scheme and there is a very short turn around time.

- Work is ongoing to deliver a comprehensive AEW Interpretation programme that provides information on the unique wildlife and “story of the wetlands” for visitors

- The project to produce a beach management plan for Sidmouth beach and Sidmouth East beach which will produce options and costs to manage the beaches over the next 10 years began before Christmas 2013. The stakeholders group are to meet for the first time in February Chaired by Cllr Moulding.

Council Promise - Outstanding Council

Outcome – Efficiencies: financial and time-saving

Council Promise 2012-16	Status	Comments
Take forward the Council Accommodation Review	On track	Staff briefings and wider communication ongoing. November Cabinet report agreed projects on Heathpark marketing. Cabinet visit to shortlisted sites.
Development and implementation of "Paperless Committees and Councillor IT" project	On track	Paper has been presented the Cabinet by Ray Bloxham on the requirements for members to move to electronic media where possible. The Members IT system (O365) has been well received and each member is being individually trained. There are only 10 members left to receive the new system.
Explore the potential for sharing or outsourcing our support services during 2013-14	On track	Chris Powell is programme lead for the ICT shared services organisation, Plan C. Exeter, Teignbridge and East Devon are creating an implementation Plan to bring before members for the final decision on whether to go ahead with the shared service. Likely timings are for earliest go live is July/August.
Maximise our use and sale of assets to fund our priorities for East Devon	On track	Draft action plan reviewed by SMT for Asset management forum consideration. Further marketing of significant assets including Heathpark and Queens Drive.

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Percentage of Council Tax collected	98.67	58.14 (6/12)	30.48	57.91	87.03		↓	Compared to the same time last year, the in-year collection is down by 0.26%. This is likely to be due to the timing of payments - customers going from 10 to 12 instalments & the economic climate. More of our customers have been subject to recovery action. For example, the number of summonses issued to date, compared with the same period last year, is up by 10.5%.
Percentage of Non-domestic rates collected	98.66	60.19 (6/12)	32.19	64.96	91.22		↑	
Working days lost due to sickness absence	9.14	4.25 (6/12)	1.99	3.93	6.47		↑	We will undertake a full analysis of absence trends at the end of the financial year and in the mean time HR's proactive support to managers continues.
Percentage of planning appeal decisions allowed against the authority's decision to refuse	25.0	30.0	15.4	18.2	23.10		↓	
Proportion of outstanding debt that is more than 90 days old from date of invoice	24	No Target	16	24	37		↓	

Council Promise - Outstanding Council

Outcome – Improved service through understanding our customers and making good use of web & mobile technology

Council Promise 2012-16	Status	Comments
Achieve our equality objectives during 2013/14	On track	
Improve communications and our knowledge of our customers' needs (use our 2012 action plan to monitor)	Achieved	Delivery of key strategic projects from the Communications Plan have been achieved: e magazine, Knowing East Devon, Annual Performance Report and customer/stakeholder surveys
Select and implement new open source content management system for website as part of a larger communications project.	Achieved	The open source system "Umbraco" has been selected. Training has started and new web screens are being developed.
Complete our redesign of our major frontline services	On track	Service heads will continue to redesign services for improvement using system thinking principles
Integrated Mobile Working Project	On track	<p>The Citizen app is well received with over 800 downloads so far.</p> <p>The mobile apps for Streetscene are being rolled out to the entire Streetscene team. Once teething problems are sorted out we will be able to take a hard look at the benefits obtained from going mobile.</p> <p>The in-cab technology for SITA is on track for April. Devices have been selected and a SITA team have tested the devices in their cabs.</p>

Performance Indicator	Prev Year End	Current Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Direction of travel	Management Notes
Percentage of minor planning applications determined within 8 weeks	52.41	65	43.91	49.38	47.05		↓	The number of applications being received remains very high at the moment and cannot be matched in terms of the numbers going out. This is leading to a build up in the system of the highest number of applications on hand for 5 years.
Percentage of other planning applications determined within 8 weeks	73.87	80	85.11	78.93	78.71		↑	
Days taken to process Housing Benefit/Council Tax Benefit new claims and change events	5.79	6.03	7.73	6.87	6.43		↓	The very busy start to the year continues, following the unprecedented Welfare Changes that took effect from April 2013. Backlogs have been ring-fenced and are reducing. The last quarter performance shows a further improvement.

Agenda Item 13

Overview and Scrutiny Committee

27 February 2014



Overview and Scrutiny Committee Forward Plan 2013/14

Date of Committee	Report	Lead Officer
27 March 2014	Portfolio Holder Update – Strategic Development and Partnerships Council relationship with LEPs (tbc)	Richard Cohen
	Budget Task and Finish Forum interim report	Cllr Tim Wood
24 April 2014	Draft Overview and Scrutiny Annual Report	

Work for scoping and allocation to the Forward Plan or to Task and Finish Forum:

Proposed date	Topic
Waiting for confirmation	Poltimore House update presentation
May or June 2014	Shared ICT Services
Start once Inspector's report published	Review of production process of Local Plan
April 2014	National Parks research findings and debate
May 2014 and May 2015	New waste contract 2016
On completion of TaFF	Business Task and Finish Forum final report
As and when available	Updates from Portfolio Holders
March or April 2014	Crime and Disorder update, including visit from Police Area Commander
ongoing	Budget Task and Finish Forum reports
pending	Trees Task and Finish Forum
pending	Residents survey use