

Date: 8 January 2010  
Contact name: Debbie Meakin  
Contact number: 01395 517540  
E-mail: [dmeakin@eastdevon.gov.uk](mailto:dmeakin@eastdevon.gov.uk)



To: Members of the Overview and Scrutiny Co-ordinating Committee  
Task and Finish Forum on Service Plans and Budgets for 2010/2011  
(Councillors: Ray Bloxham; Peter Bowden; Iain Chubb;  
Roger Giles; Graham Godbeer; Steve Hall; Helen Parr; Steve Wragg)

East Devon District Council  
Knowle  
Sidmouth  
Devon  
EX10 8HL

Portfolio Holders  
Member Champions  
Chief Executive  
Corporate Directors  
Heads of Service  
Head of Communications and Improvement

DX 48705 Sidmouth

Tel: 01395 516551

Fax: 01395 517507

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

**Meeting of the Overview and Scrutiny Co-ordinating Committee  
Task and Finish Forum on Service Plans and Budgets for 2010/2011  
Monday, 18 January 2010 – 9.00am to 5.00pm  
Council Chamber, Knowle, Sidmouth**

**AGENDA**

Page/s

1. Election of Chairman
2. To receive any apologies for absence
3. **Draft Service Plans and Budget for 2010/2011**  
Members to consider the proposed Service Plans and Budgets for 2010/2011 as presented by Heads of Service during the day.

Timetable for the day

2

An extract of each service plan, (Section 6, Contributions to Key Corporate Outcomes planned for 2010/13 and section 7, Key Service Objectives for 2010/13) is provided. The full service plans can be viewed on the members secure webpage.

Streetscene	3 – 9
Environmental Health	10 - 13
Planning	14 - 16
Housing	17 – 20
Economy and Development	21 – 27
Customer Service Centre	28 – 29
ICT	30 – 34
Legal, Licensing and Democratic Services	35 - 36
Organisational Development	37 - 38
Finance	39 - 41

Timetable for the day for Task and Finish Forum on Service Plans and Budgets for 2010/2011

Time	Service	Head of Service
09.00 – 09.45	Setting the Scene	Mark Williams and Diccon Pearse
09:45 – 10:45	StreetScene	Mark Reilly
10.45 – 11.00	Break	
11.00 – 11.40	Environmental Health	John Collins/Simon Smale
11.40 – 12.20	Planning	Kate Little
12.20 – 12.50	Housing	John Golding
12.50 – 13.30	Lunch	
13.30 – 14.10	Other services for Communities	Peter Jeffs
14.10 – 14.50	Economy and Development	Karime Hassan
14.50 – 15.05	Break	
15.05 – 15.50	Customer Service Centre ICT Legal, Licensing and Democratic Services Organisational Development Finance	Mark Williams (for Cherise Foster) Chris Powell Rachel Pocock  Karen Jenkins Simon Davey

During the first session, "Setting the Scene", Mark Williams will explain the background to the challenges that the Council faces and Diccon Pearse will provide an overview of the Budget and Medium Term Financial Plan. The focus of the Forum will be on making sure that the Council achieves as balanced a budget for next year as possible. The strategic transformation of services, including sharing services, will become the priority once the position on unitary local government in Devon is resolved.

Specific sessions have been earmarked for all the Council's main direct services. However, in a break with normal practice, specific sessions for the Support/Corporate Services have not been arranged. Instead, the Heads of those services have been asked to be available towards the end of the day and may be called to answer questions at the request of the Forum.

**Members remember!**

- You must declare the nature of any personal or prejudicial interests in an item whenever it becomes apparent that you have an interest in the business being considered.
- Where you have a personal interest because the business relates to or is likely to affect a body of which you are a member or manager as an EDDC nominee or appointee, then you need only disclose that interest when (and if ) you speak on the item. The same rule applies if you have a personal interest in relation to a body exercising functions of a public nature.
- Make sure you say the reason for your interest as this has to be included in the minutes.
- If your interest is prejudicial you must leave the room unless you have obtained a dispensation from the Council's Standards Committee or where Para 12(2) of the Code can be applied. Para 12(2) allows a Member with a prejudicial interest to stay for the purpose of making representations, answering questions or giving evidence relating to the business but only at meetings where the public are also allowed to make representations. If you do remain, you must not exercise decision-making functions or seek to improperly influence the decision; you must leave the meeting room once you have made your representation.
- You also need to declare when you are subject to the party whip before the matter is discussed.

**Streetscene****6. Contributions to key corporate outcomes planned for 2010/13**

<b>Outcomes</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>
The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the <b>Use of Natural Resources</b> and combating <b>Climate Change</b> are:			
To consider use of solar powered systems and low energy bulbs when replacing amenity lighting.	Continuous Improvement	Continuous Improvement	PE / BK
Intention to include card in the dry recycling services at some stage in the future when there is sufficient capacity on vehicles or other method found.	Continuous Improvement	Continuous Improvement	PDK/ MR
Complete the introduction of kitchen waste collections throughout the District. To work with Devon County Council to try and produce bio-fuel through the composting process which we may be able to use in Council vehicles.	Continuous Improvement	2010	PDK / MR
Promote waste minimisation with the district residents in conjunction with a home composting promotion.	Continuous Improvement	Continuous Improvement	PDK / MR
To consider improving the vehicle fleet energy efficiency. This could be through using electric powered vehicles.	Continuous Improvement	Continuous Improvement	SR
Intention to introduce facilities for on-street recycling in an attempt to promote recycling and reduce litter.	Continuous Improvement	Continuous Improvement	SR
Joint service promotional literature to public and schools on various climate change associated schemes.	Continuous Improvement	Continuous Improvement	PE / BK / SR
Use of handheld tablets instead of paper systems for service inspections and work schedules. (Not required for Property Services).	Continuous Improvement	Continuous Improvement	PE / SR
More sustainable planting schemes including species selection of plants to promote wildlife.	Continuous Improvement	Continuous Improvement	SR
Use wood chippings from our tree stock to run bio-mass boilers in Council buildings.	Continuous Improvement	Continuous Improvement	BK

Council properties built in a sustainable way to meet BREEAM excellence.	Continuous Improvement	Continuous Improvement	BK
Consider replacement of control systems to reduce energy usage to lighting installations. (This is being implemented on an ad hoc basis).	Continuous Improvement	Continuous Improvement	BK
Investigate the provision of wind turbines to appropriate buildings.	Continuous Improvement	Continuous Improvement	BK
Consider the provision of grey water systems on new buildings.	Continuous Improvement	Continuous Improvement	BK

The main outcomes the service will achieve in 2010/13 as part of its contribution to our Data Quality Policy are:	Start Date	End Date	Lead Officer
Arrangements are put in place to regularly test the recently upgraded Business Continuity Plan (BCP).	Continuous Improvement	Continuous Improvement	PE / Jane Tancock
Continue to review and improve systems for obtaining performance information. Validate current procedures to ensure the accuracy of data used in reported performance indicators.	Continuous Improvement	Continuous Improvement	Project and Perform Support Officer/ PE / BK / SR
Develop and validate new procedures to ensure the accuracy of data used in reporting the new performance indicators.	Continuous Improvement	Continuous Improvement	Project and Perform Support Officer/ PE / BK / SR
Continue to develop and refine existing ICT systems. To ensure that these systems are appropriate for the collection; recording; analysis; and reporting of data.	Continuous Improvement	Continuous Improvement	Project and Perform Support Officer/ PE / BK / SR
Update and develop future systems for the following services: <ul style="list-style-type: none"> <li>➤ Asset Management</li> <li>➤ Planned Maintenance (Engineers)</li> <li>➤ Street Cleaning</li> <li>➤ Recycling and Refuse Collections</li> </ul>	Continuous Improvement	Continuous Improvement	Project and Perform Support Officer/ PE / BK / SR

The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Asset Management</b> are:	Start Date	End Date	Lead Officer
Bi-annual condition surveys to all Assets	Continuous Improvement	Continuous Improvement	BK
An annual survey of all Assets to ensure the Asbestos Register is up to date and accurate.	Continuous Improvement	Continuous Improvement	BK

The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Risk Management</b> are:	Start Date	End Date	Lead Officer
The services have identified eight general risks which have been added to the Corporate Risk Register. Control actions have been identified and these have reduced the risks status.	Continuous Improvement	Continuous Improvement	Project and Perform Support Officer/ PE / BK / SR

## 7. Key service objectives for 2010/13

### Priority 1 Affordable homes

Street Scene Services do not contribute to this priority.

### Priority 2 Thriving economy

Some Street Scene Services given in Priority 3 and 4 below contribute indirectly to this priority.

### Priority 3 Safe, clean and green environment

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
The main improvements in Cleaning Services to be introduced in 2010/13 are: <ul style="list-style-type: none"> <li>Increase in enforcement of environment legislation.</li> <li>Containerisation of household waste</li> </ul>	Yes	Work ongoing	March 2011	SR / PDK
Pollution prevention scheme at Imperial Recreation Ground, Exmouth	Yes	Work ongoing	March 2011	PE

<p>Flood alleviation schemes</p> <ul style="list-style-type: none"> <li>• Feniton Villages*</li> <li>• Dewdney's Court, Upton Pyne *</li> <li>• Budleigh Salterton – trunk drain outfall*</li> <li>• Budleigh Salterton – Western Outfall*</li> <li>• Farway, Woodbridge*</li> <li>• Gittisham*</li> <li>• Pencepool, Plymtree*</li> </ul> <p>*Subject to funding</p>	Yes	Work ongoing	March 2013	PE
Resolve problems in those areas identified with Land Drainage issues, after the October 2008 floods.	No	Work ongoing	March 2013	PE
Axmouth Harbour repairs to Road and Sea Wall	Yes	Work ongoing	March 2013	PE
<p>Coastal Defence</p> <ul style="list-style-type: none"> <li>• Pennington Point</li> <li>• Sidmouth Beach Monitoring</li> <li>• Seaton Beach Monitoring</li> </ul>	Yes	Work ongoing	March 2013	PE
Waste Management Licensing in Camperdown and Manstone Depots	Yes	Work ongoing	March 2013	SR
Promotions and New Initiatives in Street Cleaning Services to increase public awareness. This includes the development of the REACT team.	Yes	Work ongoing	March 2013	SR
Review of the Beach Management and Water Safety Services to improve service delivery and seek service efficiencies.	Yes	Work ongoing	March 2010	SR / AP
Project - manage all schemes / bids that were awarded funds in the capital bid process.	Yes	Work ongoing	March 2013	MR / PE / PD / BK / SR / PDK
Planned maintenance to all properties to ensure high standards of decoration and repair to encourage visitors, tenants and residents alike.	No	Work ongoing	March 2013	BK

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
Modernisation and refurbishment of public conveniences to improve facilities for residents and visitors alike.	No	Work ongoing	March 2013	BK
Provision of additional beach huts and beach hut sites at Budleigh to reduce waiting lists.	No	Work ongoing	March 2010	BK
Proactively preparing vacant industrial and shopping units to ensure a rapid re-letting to maximise potential usage for growing companies and outlets.	No	Work ongoing	March 2013	BK
Integration of Countryside Services with Street Scene Services to improve service delivery and seek service efficiencies.	No	April 2010	March 2011	MR / SR / CP
Review of the Beach Management and Water Safety Services to improve service delivery and seek service efficiencies.	Yes	Work ongoing	March 2011	SR / AP
Develop IT systems for <ul style="list-style-type: none"> <li>• Street Cleaning</li> <li>• Asset Management</li> <li>• Planned Maintenance systems (Engineers)</li> </ul>	Yes	Work ongoing	March 2011	PE / BK / SR
Review areas of Street Scene Services with a Systems Thinking approach to service delivery.	No	April 2010	March 2011	MR / SR / PDK
Design services to meet change through budgetary constraints and / or alternative service delivery. (See Sections 8 and 10 of the Service Plan below).	No	April 2010	March 2011	MR / PE / PD / BK / SR / PDK
Develop and implement Health and Safety Procedure document for Street Scene and associated services.	No	April 2010	March 2011	MR / PE / PD / BK / SR / PDK
Ensure that the actions identified in the Health and Safety Procedure document for Street Scene and associated services are carried out and completed as to the given time scales..	No	April 2010	Work ongoing	MR / PE / PD / BK / SR / PDK

<b>Priority 4 Recycling</b>				
<b>Key projects</b>	<b>In the 2009/12 Service Plan?</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>
To implement all outstanding elements of the partnership agreement for the delivery of the Recycling and Refuse Collection Service including the performance framework.	Yes / No	Work ongoing	March 2011	PDK
To manage successfully the delivery of the Refuse Collection and Recycling service initiatives in the given phases.	Yes	Work ongoing	March 2011	PDK
Construction of new depot at Greendale Barton and integration of refuse & recycling workforces.	No	Work ongoing	March 2011	PDK
Delivery of containers to take place from January 2010 to all households in Phase 3 area (Honiton) and in the Summer of 2010 to Phase 4 and 5 (Budleigh and Exmouth).	No	Work ongoing	March 2011	PDK
Continue to partnership with the County Council and the Devon Districts on recycling and waste initiatives to reduce costs and improve waste and recycling service delivery	No	Work ongoing	March 2011	PDK
Work with Devon authorities to obtain the maximum benefit from sale of recyclables.	No	Work ongoing	March 2011	PDK
Work on implementation of a charging scheme for Schedule 2 properties.	No	Work ongoing	March 2011	PDK
Introduction of new home composting initiative following closing of WRAP scheme – jointly with other authorities in Devon.	No	Work ongoing	March 2011	PDK
Promotion and education of waste minimisation; recycling; and composting through visits to schools and other organisations.	No	Work ongoing	Work ongoing	PDK
Provide more recycling facilities at schools in East Devon including secondary, building on the existing base of primary schools.	No	Work ongoing	Work ongoing	PDK
Provide more recycling facilities in East Devon Council offices.	No	Work ongoing	Work ongoing	PDK



Provide new routing system for waste & recycling services.	No	Work ongoing	Work ongoing	PDK
--	----	--------------	--------------	-----

<b>Priority 5 Children and young people</b>
Some Street Scene Services given in Priority 3 and 4 above contribute indirectly to this priority.
<b>Priority 6 Excellent service for our customers</b>
Some Street Scene Services given in Priority 3 and 4 above contribute indirectly to this priority.
<b>Priority 7 An inspirational Council</b>
Some Street Scene Services given in Priority 3 and 4 above contribute indirectly to this priority.

## Environmental Health

### 6. Contributions to key corporate outcomes planned for 2010/13

Outcomes	Start Date	End Date	Lead Officer
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the <b>Use of Natural Resources</b> and combating <b>Climate Change</b> are:</p> <p>To continue to work in partnership with the Devon Energy Advice Centre to deliver a Devon wide Affordable Warmth Strategy to which the Council have signed up. This acts as an information resource on energy efficiency measures promoted by the Government scheme Warm Front.</p> <p>We will also work with Heat Devon, an independent organisation, focusing on energy efficiency schemes outside the Government's Warm Front scheme.</p> <p>The Council's own Affordable Warmth Strategy complements the Devon-wide initiative and, through an action plan, provides target dates for the training, promotion and development of specific schemes.</p>	April 2010	March 2011	HoS/EHM(P SH)
<p>We will continue to focus our efforts on reducing fuel poverty as part of the 'Cosy Devon' (previously Warm Zones) scheme.</p> <p>Through the process of contract review we will seek to engage the Home Improvement Agency in energy efficiency work for elderly and disabled people.</p> <p>We will continue to inform ourselves through an annual house condition survey about the condition of our private sector housing stock, including information regarding Energy Efficiency deficiencies and SAP ratings in line with NI 187.</p> <p>We will continue to make a contribution to the funding of a Devon Affordable Warmth Officer post to promote Affordable Warmth, and reduce Fuel Poverty.</p>			
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to our <b>Data Quality Policy</b> are: recognize that data quality is crucial and the availability of complete, accurate and timely data is important in supporting inspection and investigation actions as well as managing individual and departmental performance.</p> <p>As part of the ongoing implementation of the CAPS computer system we will introduce written data quality procedures for environmental health and train all staff to ensure accuracy of input and use of the new system to its full potential for monitoring, mentoring and recording of information.</p>	April 2010	March 2012	HoS

<p>We will ensure that timely management information is made available to ensure that the service achieves the targets expected of it.</p> <p>We will introduce systems to audit and validate information recorded and implement a feedback system to team managers to ensure that anomalies are quickly addressed.</p>	April 2010	March 2012	HoS
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Risk Management</b> are:</p> <p>Control actions have been identified and logged in the corporate risk register for the following risk areas:</p> <p>Decision making on contaminated land. Food safety and Health and safety enforcement. Financial controls for housing grants and loans. Correct implementation of regulatory role. Effective management of corporate health and safety.</p>	March 2010	April 2011	EHM(EP) EHM(C/A) EHM(PH) HoS HoS

#### 7. Key service objectives planned for 2010/13

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
<b>Priority 1 Affordable homes</b>				
<b>Implementation of Empty Homes Strategy.</b>				
Introduce a loan scheme to provide alternative assistance through partners for elderly and vulnerable home owners to carry out repairs to their properties and to remain in their own homes.	yes	April 2010	ongoing	EHM(PSH)
Set up a Landlords' accreditation scheme.	yes	June 2010	March 2011	EHM(PSH)
Implement action plan in Empty Homes strategy to maximise use of existing private sector housing resources.	No	Jan 2010	March 2012	EHM(PSH)
Review in the light of future provision, the home improvement agency contract.	No	April 2010	March 2011	EHM(PSH)
<b>Priority 2 Thriving economy</b>				
We will encourage economic growth wherever possible by reviewing our policies and procedures to ensure we are working with existing and new businesses to provide timely advice and assistance and a fair and consistent approach to regulation.	No	March 2010	October 2010	EHM(C/A)
We will review our approach to regulation not only to embrace the guidance from the Local Better Regulation Office but also to determine what constructive help can be given to businesses during the economic downturn.	Yes	March 2010	April 2011	EHM(C/A)

We will work to protect and enhance the environment for the benefit of residents, businesses and visitors to the Jurassic Coast by providing advice and information on bathing water quality.	Yes	March 2010	April 2011	EHM(EP)
Respond to the construction and environmental demands associated with development of the west of the district.	Yes	April 2010	April 2011	EHM(EP)
<b>Priority 3 Safe, clean and green environment</b>				
Maintain our inspection and monitoring programmes to safeguard standards of food, public health and public safety.	Yes	March 2010	April 2011	EHM(C/A)
Maintain our statutory monitoring programmes and commitments for air quality control including declaration of Air Quality Management Area if required	Yes	March 2010	April 2011	EHM(EP)
Implement the new private water supply regulations.	No	Jan 2010	April 2011	EHM(PSH)
Carry out the mandatory house condition survey and apply housing standards in privately rented properties to ensure they are safe and have adequate facilities. Reduce the number of dwellings that have category 1 hazards.	Yes	Mar 2010	April 2011	EHM(PSH)
We will take reasonable and proportionate action to investigate problems and enforce the law in respect of people who commit environmental crime and cause noise, pollution, fly tipping and dog fouling in particular.	Yes	Mar 2010	April 2012	EHM(EP)
Review feasibility of enhanced mobile and remote access working.	Yes	Mar 2010	April 2011	HoS
Through the Cosy Devon (previously Warm Zone) initiative work in partnership with energy providers and other agencies to improve energy efficiency of houses and reduce fuel poverty. – reduce by 5% the estimated number of 6400 households in fuel poverty in East Devon.	No	Mar 2010	April 2011	EHM(PSH)
Monitor the Government's proposal to handover the responsibility for maintenance of private sewers to the Water Company.	No	Sept 2010	April 2011	EHM(PSH)
Review the contracts for provision of pest control and dog warden services.	No	April 2010	Dec 2010	EHM(EP)
<b>Priority 5 Children and young people</b>				
Implement junior Lifeskills and health promotion events in schools	Yes	March 2010	April 2011	EHM(C/A)
Participate in the 11million a day scheme	No	March 2010	April 2011	EHM(C/A)

<b>Priority 6 Excellent service for our customers</b>				
Carry out review of key areas of service delivery using systems thinking principles.	No	Jan 2010	Jun 2011	HoS
Maintain the neighbourhood assessment programme by assessing customers' needs for service and signposting them to appropriate partners and agencies where necessary.	Yes	March 2010	April 2011	EHM(EP)
Implement revised action plan to improve customer service to further exceed standards achieved by our Customer Service Excellence Award.	No	March 2010	October 2011	HoS
Develop a profile of our main customer groups and their characteristics and use understanding of customer need and access to our services to strengthen our service delivery.	Yes	March 2010	October 2011	EHMS/HoS
Review the effectiveness of our current wide range of methods of engaging and consulting with customers and develop a more strategic approach.	Yes	March 2010	October 2011	HoS
Publicise more widely customer satisfaction levels and indicate what improvements have been made as a result of feedback.	Yes	March 2010	June 2010	HoS
Map 'customer journeys' through all parts of the service, evaluate how customers interact and identify improvements. As part of this process we will endeavour to identify customer need at the first point of contact.	No	March 2010	October 2010	EHMs/HoS
Introduce a mechanism to capture all positive and negative feedback and publicise changes made as a result.	No	March 2010	October 2011	HoS
Produce regular reports on service activity to areas undergoing Neighbourhood Assessments.	No	March 2010	October 2011	EHM(EP)

**Planning**

**6. Contributions to key corporate outcomes planned for 2010/13**

Outcomes	Start Date	End Date	Lead Officer
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the <b>Use of Natural Resources</b> and combating <b>Climate Change</b> are:</p> <ul style="list-style-type: none"> <li>▪ The Building Control team will be training colleagues and others in best practice in sustainable construction</li> <li>▪ Following the reduction in mileage from the team approach in development Management, this will be adopted across the service</li> </ul>	<p>2010</p> <p>2009/10</p>	<p>2013</p> <p>2013</p>	<p>PSeager</p> <p>PSeager/ CPlowden</p>
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to our <b>Data Quality Policy</b> are:</p> <ul style="list-style-type: none"> <li>▪ Monitoring and review of leading and lagging measures data to check accuracy</li> <li>▪ Review of Land Charges data and charging regimes for access will be undertaken this year</li> </ul>	<p>2009</p> <p>Jan 2010</p>	<p>Ongoing</p> <p>Dec 2010</p>	<p>NWright</p> <p>NWright</p>
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Asset Management</b> are:</p> <ul style="list-style-type: none"> <li>▪ This Service owns most of the local nature reserves and has taken on the Knapp in Sidmouth and Honiton Bottom nature reserve in Honiton. Plus it has purchased additional land adjoining the Colyton Common nature reserve. The only physical asset on the land are bird hides. These reserves will be managed in the interests of public accessibility and as an education resource. These are also areas where bio-diversity and habitat creation are encouraged.</li> </ul>	<p>Ongoing</p>	<p>Ongoing</p>	<p>CPlowden</p>
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Risk Management</b> are:</p> <ul style="list-style-type: none"> <li>▪ All Managers have been trained in the new Risk Management System. The two top corporate risks the Service deals with are corporate manslaughter dealt with by the survey of Council owned trees to prevent any accidents to the general public, and the making of legal decisions to prevent judicial reviews being brought against the Council or Ombudsman findings against the Council, both of which would result in major compensation payments.</li> </ul>	<p>2009</p>		<p>All Managers</p>

## 7. Key service objectives planned for 2010/13

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
<b>Priority 1 Affordable homes</b>				
Working in partnership with colleagues to fast track Exception sites for affordable housing and those schemes coming forward under the Interim Policy Statement will cross subsidise affordable housing.	Yes	2009	Ongoing	SBelli
The delivery of one gypsy and traveller site in the District for permanent occupation of up to nine pitches and one transit site	Yes	Jan 2009	Dec 2011	KLittle
Project Managing schemes for the delivery of affordable homes on Council owned land through the Virtual Housing Team	No	2009	Ongoing	KLittle
<b>Priority 2 Thriving economy</b>				
In the interim before the Core Strategy comes on stream, facilitating applications which will deliver new jobs, particularly those in the skills and higher income brackets and post Core Strategy to deliver the requirements of policy on employment land.	No	2009	Ongoing	SBelli
To secure the infrastructure to support development in the West End of the District and to secure maximum local benefit from any schemes in the quadrant	No	2009	2013	KLittle
To support the regeneration schemes in Seaton and Exmouth through Officer support and pre-application advice via the major project team approach.	No	2009	2013	SBelli
The adoption of the Community Infrastructure Levy based on evidence of economic, social and cultural infrastructure requirements.	No	Mar 2010	Dec 2010	KLittle
To project manage major scale planning applications to address all relevant issues at earliest possible time.	No	Jan 2009	Ongoing	KLittle/SBelli
<b>Priority 3 Safe, clean and green environment</b>				
The delivery of the Ottery St Mary footbridge and cycleway.	Yes	Jan 2009	April 2011	CPlowden
Progression of the Axe Wetlands Project to deliver a regional scale nature reserve	Yes	2008	June 2011	CPlowden
To review the management of nature reserve/open space maintenance regimes in association with the street scene team and in the light of reduced budget	No	Jan 2010	Apr 2011	CPlowden
To deliver a 24/7 dangerous structures service in partnership with an adjoining Authority's Building Control Team	No	Apr 2010	Apr 2011	PSeager
To train EDDC colleagues in sustainable construction techniques/requirements and to maintain a data bank of all relevant information for the customer of Development Management/Building Control.	Yes	2009	Ongoing	PSeager

To assess and review the requirements of any legal judgement relating to access to environmental data held in connection with the Land Charges service and to look at additional ways of assisting the customer during the home purchase process	No	Apr 2010	Apr 2011	NWright
To deliver allotments for local community use wherever practical as part of the development process.	No	Apr 2010	Ongoing	SBelli
<b>Priority 5 Children and young people</b>				
To pursue the objective of using the natural environment as a learning tool for school children in the District and beyond and to provide training for adults and people with learning difficulties through practical experience on the nature reserves and other Council owned land.	No	Ongoing	Ongoing	CPlowden
<b>Priority 6 Excellent service for our customers</b>				
The close integration of the Development Management and Building Control Services for the benefit of the customer through a one stop shop approach in line with the Killian Pretty Review proposals	Yes	Feb 2009	Apr 2011	KLittle
A Systems Review of the Building Control Service	Yes	Jan 2010	Jan 2011	KLittle & PSeager
To improve partnership working with Parish and Town Councils to re-engage with them and demonstrate the value of their contributing to the Planning Service. To investigate the possible use of Parish boards for Parish and Town Councils led by Ward Members as fora for debate.	Yes	Jan 2009	Apr 2011	KLittle
To work with local communities to make them more resilient in terms of managing their assets and planning for the future.	No	Apr 2010	Apr 2012	KLittle
<b>Priority 7 An inspirational Council</b>				
To review skills within the Service and provide training for colleagues to widen the collective knowledge base, for example on project managing on sustainable construction	No	Apr 2010	Ongoing	KLittle



## Housing

### 6. Contributions to key corporate outcomes planned for 2010/13

Outcomes	Start Date	End Date	Lead Officer
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the <b>Use of Natural Resources</b> and combating <b>Climate Change</b> are:</p> <ul style="list-style-type: none"> <li>➤ Improve the energy efficiency of Council housing stock (improved SAP rating).</li> <li>➤ Provide Energy Performance Certificates to all new tenants moving in.</li> <li>➤ Secure energy saving offers and advice for council tenants.</li> <li>➤ Require contractors employed by the Council to work in a more sustainable way.</li> <li>➤ New build council homes to achieve code level 3 of the Code for Sustainable Housing.</li> <li>➤ Require developers and RSL partners to achieve a minimum of code level 3 in relation to the Code for Sustainable Housing.</li> <li>➤ Explore innovative technologies to incorporate into modernisation schemes.</li> <li>➤ New HRA budget created for carbon management measures.</li> </ul>	April 2010	Ongoing	Housing Services Manager
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to our <b>Data Quality Policy</b> are:</p> <ul style="list-style-type: none"> <li>➤ Monitor performance indicators carefully with robust audit trails.</li> <li>➤ Ensure that performance indicator data is accurately reported.</li> <li>➤ Managers to assume responsibility for producing reliable, accurate and robust data.</li> <li>➤ Evidence maintained of compliance with Audit Commission and Internal Audit recommendations.</li> <li>➤ Systems Thinking measures reports produced quarterly.</li> </ul>	April 2010	Ongoing	Head of Housing and Social Inclusion
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Asset Management</b> are:</p> <ul style="list-style-type: none"> <li>➤ Implement the HRA Business Plan.</li> <li>➤ Maintain decent, warm homes for tenants.</li> <li>➤ Review assets to ensure that optimal use is being made of homes and community facilities.</li> <li>➤ Undertake a sample stock condition survey to assist towards stock investment plans.</li> </ul>	April 2010	Ongoing	Housing Services Manager
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Risk Management</b> are:</p> <ul style="list-style-type: none"> <li>➤ Control and mitigate housing risks effectively.</li> <li>➤ Maintain a comprehensive risk register with housing risks.</li> <li>➤ Routinely assess the risks associated with new ventures and projects.</li> <li>➤ Raise awareness of effective risk management.</li> <li>➤ Operate a Tenancy Fraud initiative.</li> </ul>	April 2010	Ongoing	Head of Housing and Social Inclusion

## 7. Key service objectives for 2010/13

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
<b>Priority 1 Affordable homes</b>				
Produce at least 100 new affordable homes per annum.	Yes	April 2010	Ongoing	Housing Strategy Manager
Produce at least one rural affordable scheme per annum, increasing to three schemes per annum by 2010/11.	Yes	April 2010	Ongoing	Housing Strategy Manager
Undertake a warranted housing stock condition survey to influence the updating of the HRA Business Plan.	Yes	March 2010	September 2010	Housing Services Manager
Improve the quality of housing management and pro-active working to combat tenancy problems as they arise.	Yes	April 2010	Ongoing	Housing Services Manager
Use Introductory Tenancies and take faster action on non-secure tenants who breach the terms of their agreement.	Yes	January 2010	Ongoing	Housing Needs Manager
Prepare for the renewal of the Partnering Agreement for responsive repairs to tenants homes.	Yes	April 2010	April 2011	Housing Services Manager
Increase satisfaction amongst council tenants in Honiton. Target action in areas to improve tenant satisfaction identified in the STATUS survey.	Yes	April 2010	September 2011	Housing Strategy Manager
Review Stage 1 formal complaints to understand whether complainants are satisfied or not.	Yes	April 2010	September 2010	Housing Strategy Manager
Prepare for regulation by the Tenant Services Authority and evidencing achievement of the new standards.	No	April 2010	September 2010	Housing Strategy Manager
Undertake quality control/spot checks on client Support Plans and Risk Assessments.	Yes	April 2010	Ongoing	Housing Business Manager
Deliver service efficiencies and improvements through the application of Systems Thinking techniques and ensure that we do 'what matters' for customers.	Yes	April 2010	Ongoing	Head of Housing and Social Inclusion
<b>Priority 2 Thriving economy</b>				
Implement the corporate debt policy.	No	July 2010	Ongoing	Housing Business Manager
Maintain a healthy Housing Revenue Account and programmes of maintenance, improvement and adaptations to tenant's homes.	No	April 2010	Ongoing	Head of Housing and Social Inclusion
Manage and utilise all housing assets to best effect and consider disposal where assets are not meeting their purpose.	No	April 2010	Ongoing	Head of Housing and Social Inclusion
Maintain high levels of rental and other income whilst achieving affordable homes and affordable warmth for tenants.	No	April 2010	Ongoing	Housing Business Manager

Procure services and programmes efficiently achieving value for money for service users.	No	April 2010	Ongoing	Housing Services Manager
Explore opportunities for introducing fair and proportionate service charges.	No	April 2010	Ongoing	Housing Business Manager
<b>Priority 3 Safe, clean and green environment</b>				
Upgrade Play Areas.	No	April 2010	Ongoing	Housing Services Manager
Improve the environment on selected estates.	No	April 2010	Ongoing	Housing Services Manager
Continue the programme of estate walkabouts.	Yes	April 2010	Ongoing	Housing Services Manager
Deliver continuing improvements in communal cleaning.	Yes	April 2010	Ongoing	Housing Business Manager
<b>Priority 4 Recycling</b>				
Encourage tenants to recycle and reuse.	No	April 2010	Ongoing	Housing Services Manager
Promote rain water harvesting systems.	No	April 2010	Ongoing	Housing Services Manager
<b>Priority 5 Children and young people</b>				
Prepare and published a Youth Charter.	Yes	April 2010	September 2010	Housing Strategy Manager
Increase the involvement of young people in the Housing & Social Inclusion Service.	Yes	April 2010	Ongoing	Housing Strategy Manager
Establish a job club project in Exmouth for training and employment opportunities for younger people.	No	April 2010	September 2010	Housing Strategy Manager
Develop a community art project and facilities for young people to develop their skills.	No	April 2010	September 2010	Housing Strategy Manager
<b>Priority 6 Excellent service for our customers</b>				
Implement the Devon Home Choice regional Choice Based Lettings scheme and ensure that we match the right people with the right home.	Yes	January 2010	Ongoing	Housing Needs Manager
Move to a fully mobile housing related support service.	Yes	Several years ago	April 2011	Housing Business Manager
Through decommissioning have less sheltered housing.	Yes	April 2010	One, three and five year plan	Housing Business Manager
Increase Home Safeguard income and maintain Supporting People income.	Yes	April 2010	Ongoing	Housing Business Manager

Separate the support charge from the rental charge for sheltered housing.	Yes	April 2010	April 2011	Housing Business Manager
Expand the use of Home Safeguard telecare services.	Yes	April 2010	Ongoing	Housing Business Manager
Hold an annual tenant conference.	Yes	April 2010	July 2010	Housing Strategy Manager
Have less than 90 units of temporary accommodation in use.	Yes	April 2010	Ongoing	Housing Needs Manager
Continue to reduce the average void times.	Yes	April 2010	Ongoing	Housing Needs Manager
Improve the appointment system for responsive repairs.	Yes	April 2010	Ongoing	Housing Services Manager
Achieve all responsive repairs within target timescales.	Yes	April 2010	Ongoing	Housing Services Manager
Maintain high levels of customer satisfaction.	Yes	April 2010	Ongoing	All service managers
Achieve the actions in the various strategies within target timescales.	Yes	April 2010	Ongoing	All service managers
Provide more new tenants with the opportunity to choose fixtures and fittings (kitchen and bathroom and items left by outgoing tenant).	Yes	April 2010	Ongoing	Housing Services Manager
Achieve fewer tenants in fuel poverty.	Yes	April 2010	Ongoing	Housing Services Manager
Operate a system of targeted occupancy checks and tenancy fraud prevention.	No	April 2010	Ongoing	Housing Services Manager
Respond positively to opportunities for collaboration and shared services with other housing providers/authorities.	No	April 2010	Ongoing	Head of Housing and Social Inclusion
Continuously improve housing services for customers involving them in service design.	No	April 2010	Ongoing	Head of Housing and Social Inclusion

## Economy and Development

### 6. Contributions to key corporate outcomes planned for 2010/13

Outcomes	Start Date	End Date	Lead Officer
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the <b>Use of Natural Resources</b> and combating <b>Climate Change</b> are:</p> <p>To further understand and quantify use of natural resources.            To manage performance to reduce impact on the environment.            To be able to demonstrate reduced impact on the environment.            To develop a climate impacts profile.</p>	2010	2013	DB
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Asset Management</b> are:</p> <ol style="list-style-type: none"> <li>1. Public Convenience Review</li> <li>2. Knowle Office Review</li> <li>3. Accommodation Review</li> <li>4. Depot Review</li> <li>5. Car Park Review</li> <li>6. Public Open Space</li> <li>7. Community Asset Transfer</li> <li>8. Building user &amp; accessibility surveys</li> <li>9. Performance &amp; condition of the existing estate:               <ol style="list-style-type: none"> <li>a. Running costs</li> <li>b. Suitability (accommodation review)</li> <li>c. Review of capital projects (2010/11)</li> </ol> </li> <li>10. Tenanted non residential property (TNRP)Review</li> <li>11. Data management</li> <li>12. Performance management               <ol style="list-style-type: none"> <li>a. Performance measures</li> </ol> </li> <li>13. Financial Management               <ol style="list-style-type: none"> <li>a. Capital Programme links to AMP</li> <li>b. Whole Life Costing Appraisal</li> </ol> </li> </ol>			
	2010	2011	DB
	2009	2010	DB
	2009	2011	DB
	2010	2011	DB
	2009	2010	DB
	2010	2010	DB
	2009	2011	DB
	2011	2012	DB
	2009	2011	DB
	2009	2010	DB
	2010	2010	DB
	2011	2011	DB
	2009	2010	DB

<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Risk Management</b> are:</p>			
<p>1. Ensure the efficient and effective use of land and building resources. This will be managed principally through a rigorous asset management process. Continue to use the district valuer office to assist on major property negotiations and where necessary to employ external legal advice, as is currently the case with seaton regeneration; this can have financial consequences.</p>	2010	Ongoing	DB
<p>2. Delivery of the new community – Cranbrook. This will be achieved principally through the measures being taken by the Delivery Team; however the future of the team is not guaranteed beyond March 2011.</p>	2010	Ongoing	FM
<p>3. Production of the Local Development Framework (LDF), with the finalisation of the Core Strategy by the end of the 2010 for subsequent submission to the Secretary of State in 2011. Securing the resources available to support this work will need urgent consideration.</p>	2010	2011	MD
<p>4. Adaptation of Council Services to climate change with the monitoring of the Council's Carbon Management Programme and the publication of a Climate Change Strategy. The lack of any budget to take any initiatives to develop both the strategy and to incentivise progress is a concern.</p>	2010	On going	DB

**7. Key service objectives planned for 2010/13**

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
<b>Priority 1 Affordable homes</b>				
Complete 1 <sup>st</sup> Strategic Housing Land Availability Assessment – start 1 <sup>st</sup> review of SHLAA for completion by March 2011 (and annual review thereafter).	yes	2009	2010	Linda Renshaw
Work with developers, land owners and promoters of strategic development proposals to establish soundness of proposals to feed into assessment of preferred options for the LDF.	yes	2009	2010	MD
Prepare draft consultation document (preferred options) with strategic allocations.	yes	2010	2010	MD
Publish core strategy for the LDF and take to public examination (formal adoption likely in 2012).	yes	2010	2012	MD
Cranbrook – deliver first 300 affordable housing units within the first phase of Cranbrook (1000 dwellings).	yes	2011	2013	FM

Conclude a local investment agreement with the Homes and Communities Agency under the Single Conversation.	no	Jan 2010	Dec 2010	KH
Seaton: prepare regeneration site for building works to be able to commence when the market turns around. Secure raising of ground levels.	no	Autumn 2010	2011	DB
<b>Priority 2 Thriving economy</b>				
<b>Economic Growth in the West of the District</b>	<b>In the 2009/12 Service Plan?</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>
<p>Delivery of employment growth in accordance with Growth Delivery Plan:</p> <ul style="list-style-type: none"> <li>Commence site infrastructure on first phase of Science Park by summer 2010; and begin construction on first building by end of 2010.</li> <li>Skypark to have progressed to building works on site by 2011.</li> <li>Flybe Academy open before end of 2011.</li> </ul>	yes			FM
<p>Resolution of the way forward for delivering the Phase 2 access solution to the M5 junction 29/A30 improvements.</p> <ul style="list-style-type: none"> <li>Construction of the Junction 29 improvements in 2011.</li> </ul>	yes			FM
<ul style="list-style-type: none"> <li>Works commence on the construction of Clyst Honiton Bypass before the summer of 2010.</li> </ul>	yes			FM
Concluded the Regional Infrastructure Funding £22m to enable Cranbrook to start in 2010.	No		March 2010	KH
Facilitate delivery of a new railway station at Cranbrook with public transport provision to all major development sites.	On going			FM
<p>Ensure the provision of sustainable forms of transport, walking, cycling and buses are integrated into the west end developments:</p> <ul style="list-style-type: none"> <li>Construction of the green bridge over the M5 at junction 29 by 2011.</li> </ul>	On going			FM
<b>Seaton Regeneration</b>	<b>In the 2009/12 Service Plan?</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>
Lead the Seaton regeneration programme providing support to the Seaton Regeneration programme Board.	yes	On going		N NH
Support the expansion Wetland Nature Reserve project through transfer of additional land.	yes	On going		DB
Deliver Seaton Jurassic Coast visitor centre and cycle hub, construction to commence on the building in 2010.		2010		DB

Provide £80,000 towards improving youth facilities in Seaton.	yes	2010	2012	DB
Provide match funding of £45,000 to fund town manager post for three years.	No	2010	2012	NH
<p>Support the Exmouth &amp; Seaton Interpretation Centre Board of Trustees for Jurassic Coast Visitor Centre project at Seaton through direct funding of £1.8 million of capital funding and project management of building.</p> <p>The E&amp;SIC Board of Trustees is expected appoint a replacement for Tracey Guiry (project manager), and this post will be responsible for content (ie the exhibition and galleries), and the operational and business plans up to the launch. This post will be the key contact for the Board on the project.</p> <p>The major milestones for both projects are:</p> <ul style="list-style-type: none"> <li>• To approve the Masterplan for the project prior to planning application March 2010.</li> <li>• To approve the Business and Operational Plans for the Seaton and Exmouth Visitor Centres by March 2010 (these plans are to be provided to EDDC by the Exmouth and Seaton Interpretation Centre Board of Trustees [E&amp;SIC], to the appropriate EDDC meeting).</li> <li>• To receive funding from Tesco Plc by March 2010 for the Seaton Project (to enable Ward Williams to continue their project management as they are included in fees under this funding).</li> <li>• To received funding confirmation from DCC for the Seaton and Exmouth Projects by March 2010.</li> <li>• Achieve planning permission for the Seaton Visitor Centre by June 2010.</li> <li>• To approve plans for Cycle Hub construction and operation by June 2010.</li> <li>• To complete groundworks for Underfleet site by March 2011.</li> <li>• To complete construction of the Seaton Visitor Centre by August 2011.</li> </ul>	On going	2010	2011	KH



<b>Exmouth regeneration</b>	<b>In the 2009/12 Service Plan?</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>
<p>Lead the regeneration programme for Exmouth and work with our partners at Devon County Council and Exmouth Town Council to successfully secure public and private sector investment in Exmouth</p> <ul style="list-style-type: none"> <li>• Bring forward the implementation of key development sites identified in the Local Plan.</li> <li>• Securing investment in the town centre.</li> <li>• Securing investment in sea front through management of the Council's assets.</li> </ul>	yes	2010  2010 2010 2011		DB
Support the Jurassic Coast Visitor Centre project at Exmouth, delivering with £500,000 investment from Devon CC a facility at Mamhead slipway.	yes	2010	2011	DB
<p>Address the car parking shortfall in Exmouth Town Centre:</p> <ul style="list-style-type: none"> <li>• Identify solution through the development brief for the Town Centre.</li> </ul>	yes	2010	2013	DB
Support the Strand Gardens enhancement scheme through capital investment of £1million.	yes	2010	2011	KH
<p>Assist the bringing forward of additional employment land within Exmouth to enable both the provision of local employment but also to unlock key regeneration sites in the town centre:</p> <ul style="list-style-type: none"> <li>• Liverton Business Park phase two.</li> <li>• Identify a further strategic employment site through the LDF.</li> </ul>	yes	2010		NH
<b>Economic Growth Generally</b>	<b>In the 2009/12 Service Plan?</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>
Conclude a local investment agreement with the Homes and Communities Agency under the Single Conversation.	no	Jan 2010	Dec 2010	KH
Support Tourist Information Centres with rents and NNDR costs (£33,400).	yes	On going		NH
<p>Use opportunities provided by the Local Authority Business Growth Incentive Scheme to reinvest in economic development initiatives.</p> <p>Explore the potential to bring forward managed workspace provision identified in the Devon Employment Space Strategy for Axminster, Exmouth, Honiton and Seaton.</p>	yes	On going		NH
Work with planning colleagues and businesses to ensure a fair and consistent approach to planning regulation.	yes	2010		NH

Continued support to the East Devon Business Centre at Honiton.	yes	On going		NH
Support the redevelopment of Axminster's Webster's Garage site for retail led development through estates role in relation to the Council's key land interest.	yes	2010		DB
<b>Estates</b>	<b>In the 2009/12 Service Plan?</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>
Implementation of the Asset Management Plan including: <ul style="list-style-type: none"> <li>Review of the council's accommodation.</li> </ul>	yes	2010		DB
<ul style="list-style-type: none"> <li>Review of tenanted non residential property (TNRP).</li> </ul>	yes	2010		DB
<ul style="list-style-type: none"> <li>Assistance to Housing Service in delivery of new affordable homes on Council held land.</li> </ul>	yes	2010		DB
<ul style="list-style-type: none"> <li>Review of the Council's Depots .</li> </ul>	yes	2010		DB
<ul style="list-style-type: none"> <li>Review of Car Parks: The car parks owned and managed by the Council provide a significant contribution to the revenue budget (£2.9m 2007/08). The car parks are to be reviewed in terms of their on-going revenue provision, maintenance, purchase of additional car parks and potential to otherwise support regeneration projects through disposal.</li> </ul>	yes	2010		DB
<ul style="list-style-type: none"> <li>Public Open Space: Review of acquisition, disposal and management of public open space to ensure clear guidelines are put in place.</li> </ul>	yes	2010		DB
<ul style="list-style-type: none"> <li>Community Asset Transfer: Establishment of clear procedural policies.</li> </ul>	yes	2010		DB
<b>Priority 3 Safe, clean and green environment</b>				
To continue to monitor progress towards the targets contained within the Carbon Management Plan and to progress projects identified as helping towards those targets.	No	2010	2013	D.Berry
To support and guide the introduction of the Sustainable Procurement Strategy.	No	2010	2013	D.Berry
To continue to monitor progress on actions contained in the Climate Change Strategy.	No	2010	2013	D.Berry
To monitor progress on actions contained in the Use of Natural Resources and Climate Change sections of service plans across all services.	No	2010	2013	D.Berry

To monitor developments under the Carbon Reduction Commitment to ensure that the council undertakes appropriate action (currently this means submitting an information disclosure as electricity consumption is below the required threshold).	No	2010	2013	D.Berry
To take account of the Green Fleet Review in order to update the Green Travel Plan with the target of reducing carbon dioxide emissions from transport by 45% by 2014.	No	2010	2010	D.Berry
To meet criteria for achieving Level 2 under NI 188 (adaptation to climate change) by undertaking a comprehensive risk based assessment of vulnerabilities to weather and climate. In its role as community leader, the council also needs to work with the LSP to identify major weather and climate vulnerabilities that affect the delivery of the LSP's objectives.	No	2010	2010	D.Berry
To meet criteria for achieving Level 3 under KloE 3.1. In particular this means being able to demonstrate the success of initiatives to reduce use of natural resources.	No	2010	2011	D.Berry
To continue to work with the Devon Climate Network to share knowledge and experience around climate change mitigation and adaptation.	No	2010	On going	D.Berry
<b>Priority 7 An inspirational Council</b>				
The provision of the Country's first volume housing zero carbon housing development at Cranbrook as a demonstration of Cranbrook's status as a prototype eco-town.		2010	2012	FM

## Customer Service Centre

### 6. Contributions to key corporate outcomes planned for 2010/13

Outcomes	Start Date	End Date	Lead Officer
The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the <b>Use of Natural Resources</b> and combating <b>Climate Change</b> are: Reduction of use of all lights within the CSC. Re-cycle scrap paper for notebooks.	Ongoing		C Foster
The main outcomes the service will achieve in 2010/13 as part of its contribution to our <b>Data Quality Policy</b> are: Monthly checks are made on the quality of information taken from customers via our telephone channel.	Ongoing		C Foster
The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Asset Management</b> are: Hot desking as and when required.	Ongoing		C Foster
The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Risk Management</b> are: Health and safety checks are made. Risk assessment checks are made and recorded.	Ongoing		C Foster

### 7. Key service objectives planned for 2010/13

Key objectives	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
<b>Priority 1 Affordable homes</b>				
We intend to work closely with Housing in order to provide the best service possible to the customer.		Ongoing		C Foster
<b>Priority 2 Thriving economy</b>				
Dependent on the new community, we will need to consider all implications that this may bring to our service. For example we will need to plan to service even more residents with their enquiries. The process maps will need to be designed around services affected and we will need to respond to demand still meeting key performance indicators.		Apr 10		C Foster
<b>Priority 3 Safe, clean and green environment</b>				
We will continue to review all processes to ensure that we are providing the best options for customers. For example clinical waste process and dog bin process will be reviewed.		April 10		C Foster
<b>Priority 4 Recycling</b>				
The complete roll out of the new refuse scheme.	Yes	Jan 10	Dec 10	P Deakin
All phases to be completed - then to consider further re-cyclable materials such as cardboard.				

<b>Priority 6 Excellent service for our customers</b>				
Continue to improve the lagan system by working with our in house developer and suggesting enhancements that may provide a more efficient service.		Ongoing		C Foster
Continue to engage with customers by all surveys which have been introduced and customer focus groups.		6 monthly		C Foster
Continue to work towards the key performance indicators set and set more challenging targets.		Ongoing		C Foster
CSE accreditation - once achieved this will need to be attained every year so there will be a need to work towards all component parts of the assessment.		Ongoing		C Foster/ L Bennett
<b>Priority 7 An inspirational Council</b>				
To engage staff in various projects to enhance service. For example: Lagan enhancements, communications champions, site visits with partnerships.		Ongoing		C Foster
Continue to engage and encourage staff in fun activities for charites. For example Comic Relief and Children in Need.		Review 1/4ly		C Foster/S Phillips/D Kelly
Consider migrating other services into the Customer Service Centre where efficiencies will be made. This will need to be considered in conjunction with the Systems Thinking project.		Ongoing		C Foster

## ICT

**6. Contributions to key corporate outcomes planned for 2010/13**

Outcomes	Start Date	End Date	Lead Officer
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the <b>Use of Natural Resources</b> and combating <b>Climate Change</b> are:</p> <ul style="list-style-type: none"> <li>Continue to virtualise as many servers as possible to reduce electricity usage</li> <li>Investigate creation of a shared data centre with other councils to share costs</li> <li>Investigate the "virtual desktop" with DCC with a view to prolonging the use of existing PCs and laptops and eventually migrating us to the thin client, very low power, machine.</li> <li>Continue to reduce printing in the council and make more use of electronic resources</li> </ul>	<p>Jan 2009</p> <p>Jan 2010</p> <p>April 2010</p> <p>April 2009</p>	<p>July 2010</p> <p>April 2011</p> <p>April 2011</p> <p>ongoing</p>	<p>Paul Bacon</p> <p>Chris Powell</p> <p>Ian Pain</p> <p>Martin Milmow</p>
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to our <b>Data Quality Policy</b> are:</p> <ul style="list-style-type: none"> <li>Create and implement an Information Management Strategy to include: <ul style="list-style-type: none"> <li>Data Quality Policy..... Steve Gammon</li> <li>Information Security Policy...Paul Bacon</li> <li>Information Reporting Strategy...Jim McLachlan</li> <li>ICT service Continuity Plans...Paul Bacon</li> </ul> </li> </ul>	<p>April 2010</p>	<p>ongoing</p>	<p>Chris Powell</p>
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Asset Management</b> are:</p> <p>We will support the reporting and system requirements to produce information needed for making decisions on assets.</p>	<p>No specific target.</p>		
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Risk Management</b> are:</p> <p>ICT will review and maintain the items of risk for ICT in Risk Register</p>	<p>Oct 2009</p>	<p>Ongoing</p>	<p>Chris Powell</p>

**7. Key service objectives planned for 2010/13**

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
<b>Priority 3 Safe, clean and green environment</b>				
Investigate the thin client, virtual desktop technology and propose a plan for implementation.	No	April 2010	Dec 2010	Ian Pain

Review all printers within the Council and propose the "best" way forward in terms of cost efficiency and "greenness".	No	Feb 2010	June 2010	Martin Milmow
Manage security system and process changes to ensure CoCo compliance including: <ul style="list-style-type: none"> <li>- Setting up DR site and demonstrating effectiveness through a formal test</li> <li>- Setting up effective monitoring of system access and usage</li> <li>- Mgt and promotion of the secure email service and GSx</li> </ul>	No	Jan 2010	March 2011	Paul Bacon and Mark Snell
<b>Priority 5 Children and young people</b>				
Launch and run the youth web site, SocialZest measuring the hit rate.	No	Feb 2010	March 2011	Fran Ferrari
<b>Priority 6 Excellent service for our customers</b>				
Enable the website to become the channel that customers will prefer to use to contact the Council (as it is proven to be the cheapest channel and is open 24 hours a day) and develop a customer contact database so that the Council contacts people in the best way eg email, text or phone. <ul style="list-style-type: none"> <li>- Identifying transactional requirements for all council services that will fit on the web site and</li> <li>- Creating eforms on the web site and connect them directly to the IT systems of the relevant service and to Lagan for the CSC, developing the required workflow process with service leaders along Systems Thinking principles. (requires investment in integration tools)</li> <li>- Re-designing website for easy navigation based upon customer trials</li> <li>- Marketing the website to customers with success measured as increase in "hits" to the website</li> <li>- Re-energising the i-net board to manage the website so that there is always a fully trained web editor in every service and that pages are updated regularly.</li> <li>- Create the single customer database to act as a reference point for all other council systems; and to hold contact preference data</li> </ul>	Partly	Jan 2010	March 2011	Silvia Sommaro, Francesco Ferrari, Charlie Nicolle

<b>Priority 7 An inspirational Council</b>				
Review the Council's ICT Strategy in light of new technology and budget pressures and look to converge with sharing councils.	No	April 2010	Sept 2010	Chris Powell
Develop the Systems Thinking approach for ICT and implement changes according to the principles based upon the purpose of " help people in the Council do their job" especially with regards to providing excellent and proactive customer support.	No	Jan 2010	April 2011	Chris Powell and teams
Develop a transparent scoring system for all IT business change requests and projects to provide direction and communication on best allocation of scarce ICT resources including: <ul style="list-style-type: none"> <li>- intranet screens for input and viewing of all changes.</li> <li>- Creating a central, visible issues log for all services to log improvements to their service capability</li> <li>- reviewing all projects identified in the Council's 2010 Service Plans for prioritisation.</li> </ul>	No	Jan 2010	July 2010	Steve Gammon
Develop an Information Management Strategy along best practice guidelines to include: <ul style="list-style-type: none"> <li>- Data Quality Policy</li> <li>- Updated Information Security Policy</li> <li>- Reporting Strategy</li> <li>- Document Marking Policy</li> <li>- Data and Document Retention Policy</li> <li>- Training and awareness programme of information Security</li> <li>- Development of the intranet as the key source of all council information and communication</li> <li>- Data Sharing protocol</li> <li>- Register of Datasets</li> <li>- Business Objects source of excellence</li> </ul>	No	Feb 2010	March 2011	Chris Powell  Steve Gammon  Paul Bacon  Jim McLachlan  Jim McLachlan  Mark Snell and Paul Bacon  Adrian Marsden  Jim Mclachlan  Jim and Adrian  Jim and Adrian



<p>Develop a council –wide mobile working IT framework involving:</p> <ul style="list-style-type: none"> <li>- Creation of the business case showing how investment in mobile working will save money</li> <li>- Selection and purchase of the technology (requires investment in mobile framework tools)</li> <li>- Development of project plan and implementation of a pilot run (will require investment in experienced contractors)</li> <li>- Development and roll out of solutions for each service</li> </ul>	Yes	April 2010	March 2011	Chris Powell, Jon Street and contractors
<p>Review all paper forms used by the council , (including cheques), and develop a programme for systematically transforming (using Systems Thinking principles) all paper-based processes into electronic using the tools already in place eg SharePoint ,InfoPath, and Lagan framework.</p>	No	April 2010	March 2011	Ian Potbury
<p>Continue the process of data cleansing of addresses; developing a council wide process for management of this data; and linking all systems to the single address database.</p>	Partly	Jan 2010	March 2011	Steve Gammon and GIS team
<p>Create and review all business cases for converting paper records into electronic records and storing them in the Document management System; plan and implement those that are justified.</p>	Partly	Jan 2010	ongoing	Steve Gammon and Martin Milmow
<p>Improvements to technical IT infrastructure:</p> <ul style="list-style-type: none"> <li>- Depending upon the situation there may be requirements to link various parts of the data and telephony infrastructure as a result of sharing Councils. Many of the objectives below may be affected as a result.</li> <li>- Review the SAN upgrade path and plan and implement the change (with a view on sharing resources and potentially centralising datacentres amongst a number of councils).</li> <li>- Investigate and report on DCC agreement with Siemens for potential cost efficient replacement of our ISP</li> <li>- Investigate and implement as appropriate cost efficient replacement of current two factor authentication process.</li> </ul>	No	Feb 2010	March 2011	<p>Chris Powell</p> <p>Paul Bacon</p> <p>Peter Johns</p> <p>Peter Johns</p>

<ul style="list-style-type: none"> <li>- Provide secure remote access for all users to webmail and for all members to the intranet.</li> <li>- Configure existing WiFi to be CoCo compliant for use within the Council</li> <li>- Review presentation equipment and implement changes so that customers find it "excellent" to use.</li> <li>- Investigate Windows 7 operating system and how best to implement this and when.</li> <li>- Investigate, with the CSC manager, the replacement of the phone systems and produce a recommendation.</li> <li>- Lead a programme of streamlining and automating all the manual checks carried out by the S&amp;O team</li> <li>- Investigate the costs and complexities of connecting SMS into the Council's systems.</li> </ul>				<p>Martin Spurway</p> <p>Martin Spurway</p> <p>Ross Alam</p> <p>Paul Bacon/Mark Snell</p> <p>Peter Johns</p> <p>Ian Pain</p> <p>Jon Challis</p>
---	--	--	--	---

**Legal, Licensing and Democratic Services**

**6. Contributions to key corporate outcomes planned for 2010/13**

Outcomes	Start Date	End Date	Lead Officer
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to combating <b>Climate Change</b> are:</p> <ul style="list-style-type: none"> <li>• Introduction of facility to apply for and pay for a greater range of licensing transactions on line including premises licences for alcohol and entertainment under the Licensing Act 2003</li> <li>• Continuing to increase the range of legal work that can be done on line to include Stamp Duty Land Tax and a greater range of Land Registry transactions</li> <li>• Continued inclusion of the 'Green Page' in The Knowledge to promote carbon saving initiatives and raise awareness</li> <li>• Further reduction in paper document production through increased use of ICT, including legal documents, committee agendas and officer and member communications being primarily through e-mail.</li> <li>• Communications with parish councils being electronically focussed.</li> </ul>	<p>Dec 2009</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Continuing</p> <p>2013</p> <p>2013</p> <p>2013</p> <p>2013</p>	<p>JT</p> <p>GS</p> <p>DV</p> <p>DV</p> <p>DV</p>
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to our <b>Data Quality Policy</b> are:</p> <ul style="list-style-type: none"> <li>• Support the implementation of the Data Quality Action Plan across the service.</li> </ul>	<p>April 2009</p>	<p>In line with corporate targets</p>	<p>AS</p>
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Asset Management</b> are: Continue to provide legal and democratic services support to management and disposal processes</p>	<p>Ongoing</p>	<p>2013</p>	<p>Property lawyer if post is filled</p>
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Risk Management</b> are: Continue to provide legal and ethical guidance support to officers and members.</p>	<p>Ongoing</p>	<p>2013</p>	<p>RP</p>

**7. Key service objectives planned for 2010/13**

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
<b>Priority 1 Affordable homes</b>				
Continue to secure affordable housing (and other planning benefit through planning agreements.	N	Jan 2010	2013	AS

<b>Priority 2 Thriving economy</b>				
Support to major regeneration projects and processes including the Local Development Framework, by both in-house or external support as necessary.	Y	Jan 2010	2013	RP
<b>Priority 3 Safe, clean and green environment</b>				
Provide property and advice to projects such as Ottery St Mary footbridge, Axe Estuary Wetlands, Exmouth and Seaton Visitor Centres, redevelopment of Royal Avenue site Exmouth	Y	Jan 2010	2013	DS or successor
Provide effective enforcement mechanisms, through court or otherwise (for example, REACT team), for breaches of planning control, combating anti-social behaviour, and dealing with regulatory breaches, subject to resources being available for any changes in current level of service provision	Y	Jan 2010	2013	GS
Inspection/education programmes for licensing functions	Y	Jan 2010	2013	JT
<b>Priority 4 Recycling</b>				
Support on-going projects such as refuse and recycling contract	Y	Jan 2010	2013	AS
<b>Priority 5 Children and young people</b>				
Continue to provide opportunities for democratic engagement and to enthuse the councillors of the future	Y	Jan 2010	2013	DV
<b>Priority 6 Excellent service for our customers</b>				
Supporting modernisation of procurement processes	Y	Jan 2010	2013	RP [ subject to filling of a vacant post]
Council functions continue to be carried out lawfully.	Y	Jan 2010	2013	RP/DL/DP
Support corporate governance, including promoting effective, participative systems of governance, including partnerships	Y	Jan 2010	2013	RP/DL/DP
Continue to provide an effective in-house service in a broad range of contentious and non-contentious legal matters, in providing the administration of the Council's committees and support to councillors, organising a substantial number of regulatory hearings and attending external courts, and in providing a range of licensing services.	Y	Jan 2010	2013	AS/DV/JT
Begin Systems Thinking analysis within all three teams to identify better ways of working, subject to current vacancy levels being addressed.	N	Jan 2010	Dec 2011	AS/DV/JT
<b>Priority 7 An inspirational Council</b>				
Effective and satisfied councillors fitted for the challenges of the future through the Councillor Development and Training Strategy. Aim to achieve Charter.	Y	Jan 2010	2013	DV
Work with Affordable Housing Group to implement innovative and effective approaches to delivering affordable housing	Y	Jan 2010	2013	RP

## Organisational Development

### 6. Contributions to key corporate outcomes planned for 2010/13

Outcomes	Start Date	End Date	Lead Officer
The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the <b>Use of Natural Resources</b> and combating <b>Climate Change</b> are: <ul style="list-style-type: none"> <li>Release of Payroll Officer and Communication and Engagement Officer to be part of Green Team.</li> <li>Co-ordination of Use of Resources Assessment which will include Use of Natural Resources for the first time.</li> </ul>	April 2010	April 2011	CH/JV
The main outcomes the service will achieve in 2010/13 as part of its contribution to our <b>Data Quality Policy</b> are: <ul style="list-style-type: none"> <li>Ensuring leading and lagging measures are developed for OD to support service delivery.</li> <li>Run Data Quality training for officers responsible for Performance Indicators.</li> </ul>	April 2010	April 2011	TA
The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Risk Management</b> are: <ul style="list-style-type: none"> <li>Reviewing Risks quarterly and taking action to reduce these.</li> </ul>	April 2010	April 2011	KJ through OD managers team meetings

### 7. Key service objectives planned for 2010/13

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
<b>Priority 6 Excellent service for our customers</b>				
Deliver FOI refresher training to Officers.	No	April 2010	Sept 2010	KS
Ensure delivery of Data protection training to Members and Volunteers.	No	April 2010	April 2011	KS
Develop customer insight for all services to facilitate better customer service.	No	April 2010	April 2011	TA
Implement Place Survey for 2010 and implement actions from 2009 survey.	No	April 2010	April 2011	JB
<b>Priority 7 An inspirational Council</b>				
Deliver anonymous in- house employee feedback survey and take relevant action following analysis of results.	No	April 2010	Oct 2010	KJ/JB
Take further measures to ensure reduction of Council's absence rates.	Yes	April 2010	April 2011	KJ
Deliver a specific intervention to tackle root causes of absence in Street Scene similar to Happy Healthy Here week.	No	April 2010	April 2011	SB/SM
Develop manager's guide for managing stress and depression.	No	June 2010	July 2010	SB
Happy Healthy Here Audit Plan to continue across the Council.	No	April 2010	April 2011	SM

Review our contract with OH providers to ensure best service provision.	No	April 2010	August 2010	SB
Carry out Domestic Violence Survey in EDDC and set up quarterly supervision meetings with contact officers.	No	April 2010	Oct 2010	KJ/JB
Implement new procedures to respond to new Safeguarding Vulnerable Groups Act.	No	April 2010	August 2010	SB
Implement employment legislation relating to maternity and paternity leave.	No	April 2010	April 2011	KJ
Implement Investor in People Action Plan with two updates to Executive Board.	No	April 2010	April 2011	KJ
Deliver mandatory training to cover all staff.	Yes	April 2010	April 2011	SM
Implement new Government Pensions Act for new LGPS members.	No	April 2010	April 2011	TW
Implement Pensions surgeries on quarterly basis to manage demand from staff interested in pension forecasts.	No	April 2010	April 2011	TW
Ensure equality impact assessments are completed for Council wide inspection.	No	Jan 2010	August 2010	KJ
Investigate new channels of communication using social media opportunities and make recommendations.	No	April 2010	Sept 2010	NS
Co-ordinate Organisational Assessment under CAA for 2009/10	No	Nov 2009	Oct 2010	BD
Extend membership of 'Speak Now' and 'Scene and Heard' engagement panels.	No	April 2010	April 2011	JB

## Finance

### 6. Contributions to key corporate outcomes planned for 2010/13

Outcomes	Start Date	End Date	Lead Officer
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the <b>Use of Natural Resources</b> and combating <b>Climate Change</b> are:</p> <p>The service is mainly office based and has limited scope to make significant changes. We do attempt to use electronic processes and telephone contact where possible; this gives improved services to our customers and reduces manual paper transactions.</p>	No specific target		
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to our <b>Data Quality Policy</b> are:</p> <p>We will ensure that our National Indicator and Performance Management Reports are correctly calculated with appropriate working papers produced.</p>	No specific target		
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Asset Management</b> are:</p> <p>The service does not hold any significant assets. It does work with the Property Services Team to provide management information on the Councils overall asset base.</p> <p>We meet regularly with Property Services to ensure appropriate controls over asset valuations and that asset disposals are linked to capital receipts.</p> <p>With Property Services we aim to transfer the Council's asset leases from an old land terrier system onto the Council's main asset register so information can be linked and reported as one.</p>	<p>Sept 2009</p> <p>February 2010</p>	<p>Ongoing</p> <p>June 2010</p>	<p>Senior Accountant (LG)</p> <p>Senior Accountant (LG)</p>
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to <b>Risk Management</b> are:</p> <p>The service has now populated the revised risk register and it will keep this under review and up to date.</p>	<p>October 2009</p>	<p>Reviewed as risks change status or risk review dates are highlighted</p>	<p>Head of Finance</p>

**7. Key service objectives planned for 2010/13**

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
<b>Priority 2 Thriving economy</b>				
To use information gathered on areas/ households in the District where it appears individuals are not receiving discounts they may be entitled to or receiving benefits they are due. To carry out face to face promotional work.	No	Initial data analysed Dec 2009	Initial take up campaign October 2010	Head of Finance, Benefits Manager & Revenues Manager
<b>Priority 6 Excellent service for our customers</b>				
Continue to embed system thinking principles within the benefit service ensuring the purpose of the service is met "Pay the right person the right amount of benefit at the right time".	Yes	January 2009	Review need for continued objective March 2011	Head of Finance & Benefits Manager
Continue to embed system thinking principles within the revenues service ensuring the purpose of the service is met "to collect the right amount of money from the right person at the right time".	No	April 2009	Review need for continued objective March 2011	Head of Finance & Revenues Manager
To review areas of Income & Payments using systems thinking principles.	No	April 2010	March 2011	Head of Finance & Senior Income & Payments Officer
Self service access to Council Tax and Benefits records and electronic billing. This was put on hold for Local Government Review. This will be dependant on Programme Board Approval.	Yes	May 2010	March 2011	Head of Finance, Benefits Manager & Revenues Manager
Implementation of Document Management System for Revenues and Benefits. This was put on hold for Local Government Review. This will be dependant on Programme Board Approval.	Yes	May 2010	March 2011	Head of Finance, Benefits Manager & Revenues Manager
Implement New Non-Domestic Rates System. This was put on hold for Local Government Review. This will be dependant on Programme Board Approval.	Yes	May 2010	March 2012	Head of Finance & Revenues Manager
Implementation of 3 modules relating to the Academy benefits system which will improve the efficiency of currently manual processes (BEC's, ETD & Victor). This will be dependant on Programme Board Approval.	No	January 2009	Dec 2010	Head of Finance, Benefits Manager & Revenues Manager



With other Devon Authorities review Bailiff arrangements and enter new contract arrangements if considered advantageous for the Council.	No	Dec 2009	May 2010	Revenues Manager
Improvements in Financial Services intranet site giving better information and raising the profile of the Service.	No	June 2010	March 2010	Head of Finance, Senior Income & Payments Officer & Senior Accountant (LG)
Implementation of Paperless direct debit for benefit overpayments	No	April 2010	March 2011	Revenues Manager
Refund of Council Tax credits by BACS, rather than manual cheque.	No	February 2010	March 2011	Senior Income & Payments Officer
<b>Priority 7 An inspirational Council</b>				
Implementation of electronic ordering and payment authorisation system. This was put on hold for Local Government Review. This will be dependant on Programme Board Approval.	Yes	July 2010	March 2011	Head of Finance, Senior Income & Payments Officer & Senior Accountant (LG)
To implement the action plan derived from the Audit Inspection of Benefits. Audit not completed until October 2009.	Yes	Nov 2009	May 2011	Head of Finance & Benefits Manager
Obtain Level 3 under the Use of Resources assessment in relation to Financial Services	No	January 2010	March 2011	Head of Finance & Senior Accountants (LG & MW)
Implementation of IFRS (International Financial Reporting Standards). This work will span 2009 to 2011.	Yes	March 2009	June 2011	Head of Finance & Senior Accountants (LG & MW)
Produce 2009/10 Statement of Accounts which is SORP compliant and implement recommendations of presentation suggested by External Auditors.	No	February 2009	June 2010	Head of Finance & Senior Accountants (LG & MW)
To achieve a £75,000 cash saving target for 2010/11.	No	April 2010	March 2010	Procurement Officer
Update and where necessary establish procurement practices and guidelines for managers and publish in an easily accessible way.	No	January 2010	May 2010	Procurement Officer

