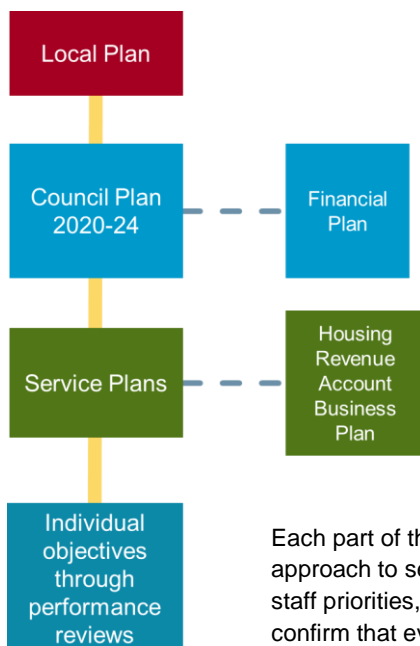


**Service Planning 2021-22**  
**Place, Assets & Commercialisation**  
**Version 1.0**  
**April 2021 – March 2022**



Each part of the council plays its part in a joined-up approach to service delivery- from this plan that sets out our staff priorities, to staff’s individual performance reviews to confirm that everyone is doing their part.

**Strategic Lead: Simon Davey, Strategic Lead - Finance**

**Portfolio holders: Cllr Paul Hayward**

## **Service Plan Template 2021-22: Contents Page**

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### **Notes for Strategic Leads and Service Leads:**

\*Certain parts of this form will be pre-populated. This will include your turnover, full time equivalent/headcount and absence rates.

Shaded areas are for guidance.

### **When you have completed your Service Plan:**

- ✓ Save to O:\Service Plans. Final versions will be placed on the intranet/internet
- ✓ Communicate it to your staff
- ✓ Keep it under review – make it a live document which adds value!
- ✓ Use it to formulate individual objectives

## Section 1 – Brief description of service and purpose(s)

What we do and who we deliver to

The Place, Assets and Commercialisation Service was newly formed in January 2020, bringing together key disciplines to deliver

- a) place-making projects across both the Council's own portfolio, as well as through working with others
- b) the efficient and effective management of the Council's assets ensuring both financial and non-financial performance is maximised, using assets to generate a commercial return where possible and disposing or repurposing of poorly performing assets

We are committed to delivering prosperity for our communities through development and investment in place-based projects and the best use of our asset base. We invest in and make optimal use of the Council's land and property assets to achieve both transformational change and to optimise the value of our assets to the community, Council's revenues and service delivery. This has never been more important than now following covid, the economic challenges facing the District and the route map / pipeline of projects to support economic recovery.

Our focus is on delivering investment and development in priority locations in East Devon to enhance our places and their communities. We prioritise sites, especially those in the Council's ownership, that have development potential and can offer significant economic growth and community benefit.

Key functions of Place & Prosperity Team:

- Develop and deliver place-making strategy and associated development projects
- Secure new funding sources to enable development projects and investment opportunities.
- To work with the council's own resources to deliver better places eg Commercial Investment Fund, Enterprise Zone, covid economic recovery funding (business rate pool, discretionary grant scheme allocation, RHSSF and others) along with the corporate asset base itself.
- Identify strategic and practical means of improving and strengthening the defining places of East Devon: its towns and town centres, commercial centres and other key locations.

Key functions of Estates Team:

- Managing Leased out portfolio
- Acquisitions
- Disposals
- Estate Management
- Statutory and non-statutory valuations
- Property Records
- Strategy & Policy

Key functions of Property & FM Team:

- Reactive maintenance
- Planned maintenance & servicing
- Capital investment
- Health & Safety Compliance
- Suitability and sufficiency
- Facilities Management of corporate offices

Our key themes for this Service Plan are as follows:

Place & Environment

1. Climate change – making land and building assets more sustainable and fulfilling commitments in climate change strategy.
2. Continue to follow the process for bringing forward the delivery of phase 3 at Queen’s Drive. To include temporary uses.
3. Explore opportunities afforded by existing assets to invest in smaller locally based projects where there is the opportunity to have a catalytic place making effect on the locality.

#### Economy

1. Using existing assets and commercial investment in new assets to capitalise on opportunities to support covid economic recovery, harnessing funding sources that might not otherwise be available and ensuring a catalytic effect with any investment.
2. Support existing tenants through response and recovery from the impact of covid on their businesses.

#### Homes & Communities

1. Enhanced support to HRA to deliver acquisitions but also development and other opportunities to increase social and affordable housing.

#### Council & Council Services

1. Centralising of asset data to understand performance of all assets, informing asset management decisions and delivery of those decisions – investment, repurposing, disposal, or asset transfer.
2. Covid compliance of Council assets.
3. Continue commercialisation of let portfolio.
4. Move away from reactive maintenance works towards more programmed works utilising stock condition data for all buildings and launch a

	<p>programme of planned maintenance works for next 3 years.</p> <p>5. Commercialisation - Investing in existing or new assets where there is a strong business case.</p> <p>6. Asset devolution.</p>
<b>How we deliver and ensure equal access</b>	Our projects are for the whole community. We work closely with a wide range of groups from volunteers, parish and town councils through to the business community. In terms of transparency and accountability we work with our own elected members, local communities and wider stakeholders. All significant projects and expenditure is subject to an equalities assessment. We contribute to specific areas of work, such as the Poverty Strategy to ensure that we can help to address existing areas of disadvantage.
<b>How we compare</b>	Comparison with other public bodies is not easy but we will be looking through the new Asset Management Plan to introduce benchmarking.
<b>Statutory elements of the service</b>	Health & Safety statutory compliance responsibilities, equalities and best value considerations.
<b>Current net budget (excludes Internal support charges and capital budget)</b>	

<b>Section 2 – Key achievements in 2020-21</b>		
	<i>Briefly describe key achievements and what outcomes were created. This will inform Annual Report at year end.</i>	<i>Strategic link to Council Plan priorities</i>
	<b>Estates Team</b>	
	Increased rental income through rent reviews, lease renewals and new lettings by £24,357 from 1st April 2020 during challenging market conditions.	Outstanding council and council services  Outstanding economic growth, productivity and prosperity
	Completion of revaluation of assets with a value of £74m for inclusion in the Council's Statement of Accounts.	Outstanding council and council services
	Delivered rent deferment scheme for tenants struggling to pay rent during lockdown. Supported tenants generally through covid 19, signposting to other services or grants where applicable.	Outstanding economic growth, productivity and prosperity
	Significant enhanced support to Council's HRA in respect of RTB valuations and also buy-backs of both dwellings and flatted HMO's. Consequently less work now outsourced by HRA.	Outstanding council and council services

	<b>Property &amp; FM Team</b>	
	Precautionary measures taken in Blackdown House, Exmouth Town Hall and other similar properties encompassing restrictions of access to desks and other social distancing measures, specialist signage, provision of hand sanitiser equipment, supplies, cleaning and other associated items.	Outstanding council and council services  Outstanding place and environment
	Since the start of the first lockdown, reactive maintenance has needed to continue to our properties and this has required Covid precautionary measures to be undertaken by our in-house Maintenance Technicians, in-house Surveyors and contractors. We have ensured compliance with social distancing requirements – a situation that has been difficult to achieve on occasions especially when repairs to beach huts and public conveniences have been involved during the busy summer holiday periods	Outstanding council and council services  Outstanding place and environment
	The Team has also been involved at two properties in Exmouth, Bumble & Bee Café and Exmouth Pavilion both of which had been subject to arson attacks. Associated reinstatement works are being undertaken presently with completion due by February 2021	Outstanding council and council services  Outstanding place and environment
	A project taken forward for repair and renovation works at Honiton Swimming Pool. The previous approved budget for this work was proven to be inadequate following a further investigation into the issues with the floor screeds and water ingress both externally and internally. A new scheme was created with Council agreeing the matter on 9 December. These works will be tendered shortly and potentially commence during Q1 2021. Works will include consideration for energy saving measures such as photo voltaic panels and ground source heat pumps	Outstanding council and council services  Outstanding place and environment
	Reactive maintenance in the period has included work to beach huts, sports and leisure centres, public conveniences, esplanade shelters and other properties. This has included the updating of the toilets in the clubhouse at Warren View to ensure Covid compliance and availability for safe use by those attending football games.	Outstanding council and council services  Outstanding place and environment
	One significant aspect undertaken by the Team and which has been more onerous than past years has been landlord health & safety compliance, with numerous reports and surveys being undertaken at properties for such matters as asbestos, fire risk assessments, legionella, boilers and heating, life safe systems, PAT testing,	Outstanding council and council services  Outstanding place and environment

	lightening protection, fire extinguishers etc. Reports are carefully considered and where applicable remedial actions are being identified with the associated recommended works being organised.	
	Property stock condition data has been reviewed and updated, including the identification of potential high level costings for associated investment and management over the next 30 years. Net present values have been established for all building assets. The information will be reviewed with a priority planned programme of planned maintenance works being drawn up for roll-out from beginning of 2021 / 2022 financial year. Performance data will inform future asset management decision making. This project, now concluded has been a significant piece of work taking 2 years.	Outstanding council and council services Outstanding place and environment
	Procurement has commenced for maintenance works contracts due to commence from April 2021 following the conclusion of the current agreements at the end of March 2021.	Outstanding council and council services Outstanding place and environment
	<b>Place &amp; Prosperity Team</b>	
	Following the covid outbreak, and as part of the Devon and Torbay One Public Estate (OPE) Partnership Programme Refresh and with a threat towards our existing funding allocation it has been agreed with OPE Regional Team that the existing Thriving Towns funding for Exmouth and Axminster should be amalgamated to form an East Devon Thriving Towns mini-programme. This will provide greater scope and flexibility, greater alignment with OPE project requirements, allow more central government partners to be involved and create more opportunities for sharing the public asset base and service collaboration. In addition to the 2 local authorities, the NHS, Police and central government departments will be actively involved in the programme. The Team successfully retained the funding already allocated and worked with professional advisors and Cabinet Office to scope out this East Devon Thriving Towns mini-programme.	Outstanding council and council services Outstanding place and environment Outstanding economic growth, productivity and prosperity Outstanding Homes and Communities
	Further progress has been made with improvements to operations at East Devon Business Centre this year with the installation of a new door entry system which reduces the need for staff from 2 to 1 person with resulting efficiency savings. The Business Centre has seen a reduction in the number of tenants this year and having reached 100% occupancy in recent years, is now at around 65% due to covid 19 and has affected the rental income for the centre. Consequently additional management has been required, both in	Outstanding council and council services Outstanding economic growth, productivity and prosperity



	<p>terms of communications with tenants through these difficult times but also in re-letting vacant offices. Following the autumn marketing campaign we now have 2 new tenants that are hoping to move in, early in the new year. This will leave us with 5 out of the 19 units vacant. Marketing will continue in the new year.</p> <p>The Business Centre was able to assist the 3D Crowd, a group of volunteers who were making protective face visors for front line workers in the spring and this is something we are very proud of.</p>	
	<p>The Re-opening High Streets Safely Fund (RHSS) programme. East Devon District Council has been given an allocation of £130,992 (based on population as a proxy for footfall).The monies are from the European Regional Development Fund (ERDF).</p> <p>The team is co-ordinating delivery of this funding programme which aims to deliver a footfall survey; safety measures to High Streets including signage and sanitisers; business support and advice and a Covid Safe High Streets promotional campaign.</p>	<p>Outstanding council and council services</p> <p>Outstanding economic growth, productivity and prosperity</p>
	<p>Seaton Wetlands Link Project. This comprises a number of project interventions to create a link from Seaton Jurassic and Seaton Tramway, up to Seaton Wetlands.</p> <p>For one of these projects, the team has worked with the team at Seaton Jurassic (Devon Wildlife Trust) to bring forward their proposals for phase 2 of Seaton Jurassic which will see an extension of the outdoor space next to the centre, creating both a pay to enter area and a free access space that highlights the themes of Living Seas, Living Landscapes and Living with Nature. The team will work closely with Countryside Services to ensure that the council’s climate change agenda is promoted as well as the work at Seaton Wetlands.</p> <p>A separate project is being progressed with the Countryside Services Team to create a pedestrian access route into Sheep’s Marsh.</p>	<p>Outstanding council and council services</p> <p>Outstanding place and environment</p>
	<p>The Queen’s Drive project continued with a focus on the delivery of Sideshore, the new Watersports Centre by Grenadier Estates within phase 2 of the site. Despite the lockdown period from spring 2020 through to the early summer, Grenadier were able to make up for lost time on construction work so that Edge Watersports could open their part of the centre in September 2020. It is expected that the Michael Caines restaurant, known as Mickey’s will be open in March 2021.</p> <p>Phase 3 is now to be reconsidered by the Queen’s Drive Delivery Group which has now reconvened.</p>	<p>Outstanding council and council services</p> <p>Outstanding place and environment</p> <p>Outstanding economic growth, productivity and prosperity</p>





council assets where there is the opportunity for joint working with neighbouring landowners.				
Place & Prosperity Team – Complete the delivery of the RHSSF project, working with colleagues to ensure that all project outputs are recorded and financial claims made by the deadline required.		Alison Hayward	01/04/2021	31/07/2021
Place & Prosperity Team - to consider how the regeneration of the Queen’s Drive site can incorporate the creative arts into the vision for a new tourism offer for the town. Following a decision by the council on how it wishes to take forward Queen’s Drive phase 3, to follow the appropriate processes required in order to deliver the vision.		TBC	01/04/2021	31/03/2022
Place & Prosperity Team – Provide background information and offer any relevant property related support to the Council’s Events Team or others so that they can deliver a programme of activities/events at Queen’s Drive Space for summer 2021, working within the covid restrictions, following a decision by the Queen’s Drive Delivery Group on what they wish to see delivered on this meanwhile uses site.		Alison Hayward	01/04/2021	31/09/2021
Estates Team – Support existing tenants through response and recovery from the impact of covid on their businesses.		Rob Harrison	01/04/2021	31/03/2022
<b>4) Services that matter to all of us</b>				
Estates Team – Complete the review of concessions on Council Land and Beaches to ensure consistency across district and ensure agreements are fit for purpose.		Rob Harrison	01/04/2021	31/03/2022
Estates Team - Adopt a more commercial approach to fees and charges for professional work undertaken. Issue a report to SMT+ with recommendations.		Rob Harrison	01/04/2021	31/07/2021

Estates Team - Use asset data to identify assets which are not fit for purpose or cost effective to retain and develop disposal strategy to generate capital receipts of £150,000 in 2021/2022 year.		Rob Harrison	01/04/2021	01/09/2022
Estates Team – Complete systems thinking review into process for applications to ensure that process is fit for purpose. Issue a report to SMT+ with recommendations.		Rob Harrison	01/04/2021	01/07/2022
Estates Team – Deliver a further £25,000 being a 3% increase in total rent roll from let property (main GF account only using base of 01/04/2020) through adopting an increasingly commercial approach to the management of the portfolio. This recognises more challenging market conditions generally due to covid.		Rob Harrison	01/04/2021	31/03/2022
Property & FM Team –Smarter Working - Incorporate a scheduling system for the Maintenance Technicians as well as the introduction of van stock lists, allowing for a one stop repair. These 2 activities alone will improve productivity by ensuring that jobs are better planned by skillset and location and ensuring more one visit repairs.  Undertake a review to understand and articulate success of both these 2 activities and identify potential for further improvement.		Steve Pratten	01/04/2021	01/06/2021
Property & FM Team – Climate Change - To investigate and introduce measures to reduce hydrocarbon fuel burn involved in buildings, by:  a. Reducing the amount of 'embodied carbon' materials used in a building project. b. Making our buildings more efficient. c. Recycling the materials at the end of a building's life. d. Getting energy from sources other than burning hydrocarbons.		Steve Pratten	01/04/2021	31/03/2022

<p>e. Offsetting the carbon building content, by saving carbon elsewhere.</p> <p>Implement a Service wide policy and procedure for a-e above with a report to SMT+ after 6 months on progress made.</p>				
<p>Property &amp; FM Team – Climate Change - To reduce the carbon footprint of the organisation with the installation of more energy efficient lighting and equipment to all of the 9 leisure centres and swimming sites. A report to SMT+ after 6 months on progress made.</p>		Steve Pratten	01/04/2021	31/03/2022
<p>Property &amp; FM Team – Climate Change - To continue with the review of PV array on Council assets such as the 9 leisure centre sites as well as the EDBC and Exmouth Town Hall.</p> <p>Review to be complete by end of May 2021, and installation works commencing on site by end of August 2021. For each site a full business case will be developed to ascertain commercial and economic viability and sustainability before proceeding.</p>		Steve Pratten	01/04/2021	01/09/2021
<p>Property &amp; FM Team – Compliance - To retender all of the corporate compliance contracts for the start of the new financial year, namely 2021/ 2022.</p>		Steve Pratten	01/04/2021	01/05/2021
<p>Property &amp; FM Team – To move away from reactive works towards more programmed works utilising the stock condition data of all buildings, launch a programme of planned maintenance works for all buildings prioritising the immediate required planned works over the next 1, 2 and 3 years of works of some £500,000.</p>		Steve Pratten	01/04/2021	30/09/2021

Property & FM Team – Ensure continued covid secure corporate office buildings.		Steve Pratten	01/04/2021	31/03/2022
Place & Prosperity Team - Asset Devolution. Ensure that the draft Community Asset Transfer policy is consulted on, adopted and rolled out across the District. The Council to proactively approach Parish and Town Councils where there appear to be a credible case for transfer of grouped assets.		Alison Hayward	01/04/2021	31/03/2022
Service Lead – Further embed the adopted Corporate Landlord (Lite) model within the Council to ensure corporate ownership of those assets either managed through Place, Assets & Commercialisation, or managed locally by others.		Tim Child	01/04/2021	31/03/2022
Service Lead - Support HRA in ensuring all housing assets are managed within a corporate asset register. This will ensure that Place, Assets & Commercialisation Service have visibility and input into strategic, transactional and development projects ensuring alignment with the approach already taken for non-housing assets.		Tim Child	01/04/2021	31/03/2022
Property & FM Team – Continue to lead on ensuring corporate oversight and reporting on health & safety matters relating to land and buildings irrespective of responsibility for day-to-day management. Make recommendations and if supported, oversee implementation and ongoing monitoring.		Steve Pratten	01/04/2021	31/03/2022
Place & Prosperity Team – Investing in existing or new assets where there is a strong business case.		Alison Hayward / Tim Child	01/04/2021	31/03/2022

Service Lead – Prepare a new Asset Management Plan for GF stock		Tim Child	01/04/2021	31/03/2022
Service Lead – Ensure that financial performance data of assets informs the new Asset Management Plan but also asset management decision making practices – invest, dispose, repurpose or asset transfer.		Tim Child	01/04/2021	31/03/2022
Property & FM Team – Deliver the Honiton Pool repair and refurbishment project		Steve Pratten	01/04/2021	30/06/2021
Service Lead – Deliver a solution through STRATA to provide Members with asset based data (incl financial) to inform decision making and to support their communities. Dependant on solution this might be concluded sooner.		Tim Child	01/04/2021	30/06/2021
Service Lead – Review Commercial Investment Framework to ensure alignment with the aspirations of the Council and to ensure its effectiveness at supporting economic recovery.		Tim Child	01/04/2021	30/06/2021

**Section 3 a – Looking forward: any Service challenges or pressures for the next three years?  
(Revenue/Capital)**

1. Ensuring there is an understanding and recognition by decision makers, of the complex issues relating to any land transactions, new build development and the delivery of place making projects in our market and coastal towns, all of which by their very nature can be contentious to local residents.
2. Resourcing challenges have had a significant impact on service delivery over past year. Additional resource is now being obtained, but work is also needed to ensure business resilience during staff long term absences. These issues need resolving to move forward and deliver on the objectives.

**Section 3 b– Looking forward: options for doing things differently – this section is vital due to the funding gap we face over the next few years.**

**Please outline any opportunities to do things differently using the following key strategic themes:**

**Commercialisation**



**Fit for purpose****Careful choices**

1. Commercialisation - Taking a commercial approach to assessing opportunities for new workspace provision that can both support the local economy and new/established businesses and also contribute to the revenue income for the council.

2. Commercialisation - Continuing to progress a commercial approach at East Devon Business Centre to ensure that it cost savings and efficiencies are made whilst remaining fit for purpose for the needs of tenants and others using the meeting room facilities.

3. Commercialisation – A conscious but managed departure from risk avoidance to risk management to ensure commercial income generation from existing and new assets can be derived.

4. Fit for Purpose – Ensuring a staffing structure exists to deliver the ambitious objectives.

**Section 3 c – Looking forward: Changes to measures and performance indicators - what we will measure, how often and for whom**

Measure/indicator	How often – monthly, quarterly, bi-annually, annually	For whom? Cabinet, Overview and Scrutiny	Link to Corporate Priorities (listed on page 3 1,2,3 or 4)	Responsible Officer for production of management information	Retain this measure (yes/no) or new
Delivery of Queen’s Drive Redevelopment project	As and when, but currently monthly	Queen’s Drive Delivery Group, Asset Management Forum		Tim Child	Yes
AMF Performance Dashboard	Quarterly	Asset Management Forum		Tim Child	Yes

**Section 4 – Resources and workforce planning**

<b>Full time equivalents/Headcount as at 01/04/2020</b>	FTE = 14.67 Headcount = 15
<b>Turnover (April 2019 to March 2020)</b>	Voluntary Turnover = 20%

	Voluntary & Non Voluntary Turnover = 20%
Absence (April 2019 to March 2020)	Days lost per person: 7 days

## Section 5 – Training and development

Team based skills/development required – please identify training required that is not currently available	Who for	Expected outcome	When
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## Section 6 – Risks

New/emerging risks description – See attached Risk Register for current service risks	Impact [minor, significant, serious, major]	Likely-hood [remote, unlikely, likely, very likely]	How managed/controlled What action will you take to reduce/minimise risk
1. Failure to attract external funding resources towards the delivery of place making/economic recovery / development projects due to projects not being 'shovel ready'	Significant	Likely	Increasing focus on proactive pipeline of future projects, value engineer projects or deliver in part, to ensure projects can proceed without external funding if necessary.  Identify non-government funding sources that may be able to offer support and work with partner organisations.
2. Significant uncertainty in general economic outlook impacting on rental and capital values	Significant	Likely	Ensure the Council does not overly expose itself, and seeks a balanced spread of risk.

## Section 7 – System thinking

Which services have been reviewed
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<b>Future systems to be reviewed</b>	<b>Service</b>	<b>Date of review</b>

<b>Section 8 - Equalities and safeguarding</b>		
<b>New / emerging equalities risks</b>	<b>Impact Level [High, Medium, Low]</b>	<b>How managed/controlled</b>

<b>Section 9 – Climate change</b>
<b>There will be a corporate action plan around climate change but please note here any particular climate change initiatives which will be implemented within your service.</b>
Ensuring that any proposed project outputs/interventions give a strong consideration to environmental sustainability and promote lifestyle choices that take account of the climate change emergency and other environmental criteria.
Ensuring that any new built development is developed using sustainable materials and construction methods. Subsequent operation of buildings will aim to minimise energy use or generate their own energy using renewable resources, taking account of the site and financial constraints.
Promoting the climate change message through partner projects such as the Seaton Jurassic visitor centre operated by Devon Wildlife Trust.
Ensuring energy efficiency of Council owned non-housing buildings along with minimising the carbon footprint on maintenance and improvement works and materials.
All Officers are environmentally aware and keen to play a full role in implementing the Climate Change Action plan.