



Service Planning 2022-23

Place, Assets & Commercialisation Service

Version 2.0

April 2022 – March 2023



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.

Service Lead: Tim Child

Portfolio holders: Cllr Paul Hayward, Economy & Assets

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Notes for Strategic Leads and Service Leads:

*Certain parts of this form will be pre-populated. 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 brings 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, maintaining and investing where appropriate

We are committed to delivering a resilient economy bringing prosperity to the District, creating better communities for all and prioritising issues arising from climate change 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 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 e.g. Investment Fund (proposed), 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:

A Greener East Devon

1. Climate change – making building assets more sustainable and fulfilling commitments in climate change action plan through ensuring those place making / regeneration interventions by the Council support the Council's Climate Change aspirations.

A resilient economy bringing prosperity to the District

1. Using existing assets and 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.
3. Continue to follow the process for bringing forward the delivery of phase 3 of Queen's Drive alongside other Place based interventions in the town of Exmouth and agreed by Members. To include temporary uses.
4. 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.

	<p><u>Better Homes and Communities for all</u></p> <p>1. Encouraging community asset transfer enabling Town and Parish Councils to take on assets where there is a credible business case.</p>
How we deliver and ensure equal access	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.
How we compare	Comparison with other public bodies is not easy but we will be looking through the new Asset Management Plan to introduce benchmarking.
Statutory elements of the service	Health & Safety statutory compliance responsibilities, equalities and best value considerations.

Section 2 – Key achievements in 2021-22		
	<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>
1	Place & Prosperity Team	
2	Drill Hall, Sidmouth - The council has now entered into an option agreement with Rockfish securing their continued interest in taking on the site for the creation of a new restaurant offer. They aim to commence works next year once the council has resolved an unforeseen legal matter.	A resilient economy
3	Hayne Lane, Honiton - This site is included in the Local Plan allocated for employment use. The council is progressing a joint project with the adjacent landowner to develop the site for commercial use. A Memorandum of Understanding has been entered into with Combe Estates to this effect. A masterplan exercise will be undertaken, commencing early in 2022 to identify options and feasibility of delivery. The first meeting of the steering group has now been held which includes local ward councillors and representatives from Parishes and Town Council.	A resilient economy
4	Cloakham Lawns, Axminster - The Cloakham Lawns site is a small site of 0.75 acres allocated for employment use in Axminster. Under the terms of a S106 agreement, the Council is now taking the transfer of this land. Approval has been given for the costs	A resilient economy

	associated with the transfer of the land and funding for a feasibility study to consider options for employment use.	
5	Axe Valley Project - The council has appointed external consultants to undertake feasibility work to identify potential place based projects that can be part of any future bid submissions. This proactive up-front work will put the Council in a stronger position to respond to future funding opportunities.	A resilient economy
6	Devon Place Board – Market & Coastal Towns Study - Devon County Council is working on a study relating to the future role and prosperity of market and coastal towns in Devon. In August, as part of their initial study, we hosted a workshop meeting and walkabout in Axminster for officers from DCC, external regeneration experts, representatives from the Town and District Councils, Chamber Of Commerce and local businesses. We await further information from Devon on how their study will progress.	A resilient economy
7	Community Asset Transfer - A consultation process was undertaken with Town and Parish Councils regarding the procedure for asset transfers. The outcome was broadly supportive. Subject to some minor amendments, this will come to Cabinet in very early 2022 for adoption. There are a small number of Parish and Town councils interested in community asset transfers and these opportunities will be explored further in due course once an adopted procedure is in place.	Better homes and communities for all
8	RHSSF & Welcome Back Fund - The Reopening High Streets Safely Fund (RHSSF) programme and its successor, the Welcome Back Fund (WBF) has been managed by the team for the most part, with recent assistance from external consultants. It is an intensive programme for the team and others in the Council/Parish Councils and collectively we have successfully delivered initiatives such as: <ul style="list-style-type: none"> • A public-facing campaign to restore confidence in shopping on the High Street (Stay Local Shop Safe) • Temporary public realm adaptations - Beer Neighbourhood Shopping Area • Public facing communications -Celebrating East Devon including its businesses, town centres and high streets. A 	A resilient economy

	<p>seasonal (Christmas) campaign (aimed predominantly at residents) , and an early 2022 campaign highlighting fresh perspectives on the visitor offer - East Devon beyond the day trip/ staycation... so much more to offer/ see</p> <ul style="list-style-type: none"> • Improvements to public space and temporary adaptations (expenditure of up to £10,000 per town): Axminster, Budleigh Salterton, Exmouth, Honiton, Ottery St Mary, Seaton, Sidmouth • Footfall data project (for programme monitoring) • Research into the delivery of local strategic plans for Exmouth and Axe Valley. 	
9	Beer Pilot Project - Heads of Terms and a Service Level Agreement with Beer Parish Council in relation to the transfer of some assets in the village are now almost complete.	Better homes and communities for all
10	Seaton Jurassic Project - Following the surrender of their lease by DWT, the Council has taken back the property, has engaged with stakeholders and funders and is exploring new opportunities for the use of the Centre.	A resilient economy
11	Beach Huts - The Team has been working with colleagues in Streetscene and Property & Facilities Management to consider whether the refurbishment or replacement of some of our beach hut portfolio.	Better homes and communities for all
	Estates Team	
12	Increased rental income of £50,899 pa through rent reviews, lease renewals and new lettings between 1 April 2021 and December 2021 despite challenging market conditions	Outstanding Council and Council Services
13	Completion of revaluation of assets with a value of £76m for inclusion in the Council's Statement of Accounts	Outstanding Council and Council Services
14	Working with Legal and Car Parks helped to deliver the roll out of electric Car charging points in Car Parks across the district	Outstanding Council and Council Services
15	Successfully re let the Warren View Sports Ground site	Outstanding Council and Council Services
16	Completed renewal of the lease for Axe Vale Caravan Site in Seaton ensuring continued provision in the town and producing a rental	Outstanding Council and Council Services

	increase of 41%. The Council is under an obligation to secure best value from the disposal of its assets (freehold or leasehold).	
17	Delivered additional compound space at Manstone Workshops providing additional provision within the town together with enhancing the income generating potential of this site	Outstanding Council and Council Services
18	Undertook insurance valuations on Council owned commercial and residential properties with a combined reinstatement value of over £900m	Outstanding Council and Council Services
19	Completion of rent review for Clocktower Café, Sidmouth resulting in a rental increase of over 200%. The Council is under an obligation to secure best value from the disposal of its assets (freehold or leasehold).	Outstanding Council and Council Services
20	Negotiation and completion of lease renewal in respect of Exmouth RFC giving security to the club to invest in facilities and producing a 31% increase in annual rent. The Council is under an obligation to secure best value from the disposal of its assets (freehold or leasehold).	Outstanding Council and Council Services
21	Negotiation of rent review for site at Pankhurst Close resulting in an annual rental increase equivalent to 25%. The Council is under an obligation to secure best value from the disposal of its assets (freehold or leasehold).	Outstanding Council and Council Services
	Property and FM Team	
22	Continued to implement Covid related measures at Blackdown House, East Devon Business Centre and Exmouth Town Hall and provide facilities management support to other teams at other locations.	Outstanding Council and Council Services
23	Continued to procure, manage and deliver facilities management, compliance, planned preventive maintenance and reactive works across the corporate building stock, including beach huts.	Outstanding Council and Council Services
24	Starting to address resourcing issues within the team by recruiting new staff into the following roles: <ul style="list-style-type: none"> • Compliance and Reactive Works Surveyor • Maintenance Technician • Principal Building Surveyor/ Team Lead 	Outstanding Council and Council Services
25	Procured, managed and delivered planned and capital works in excess of £1M in value, including:	Outstanding Council and Council Services

	<ul style="list-style-type: none"> • Changing room refurbishment at Honiton Swimming Pool (ongoing) • Provision of two changing rooms at Seaton Football Club • External decorations to timber cladding at Ocean • External decorations to timber cladding at Exmouth Pavilion • Insurance reinstatement works at Exmouth Pavilion • Insurance reinstatement works at Bumble and Bee Café, Exmouth Manor Gardens • External decorations to Exmouth beach huts 38-45 • Replacement of perimeter fencing at Manstone Depot • Creation of fenced compound at Manstone Workshops • Installation of new light switches at Exmouth Town Hall to provide greater user flexibility • Refurbishment of squash courts and studio floors at Colyton, Exmouth, Honiton, Sidmouth and Ottery leisure centres • Pool tiles repairs at Exmouth Leisure Centre • Kitchen refurbishment at East Devon Business Centre • Light refurbishment and boiler replacement at Allhallows Pavilion • Reinstatement and redecorations at Unit 8 Milwey Rise Workshop • Replacement of roller shutters at Manstone Workshops 	
26	Secured funding from the Maintenance Reserve in excess of £250K in value for urgent works. Works to be delivered during the last quarter of 2021/22 and 2022/2023 and relates to Sidmouth Swimming Pool, building structures at Connaught Gardens, Norman Lockyer Observatory and health & safety works at other buildings.	Outstanding Council and Council Services
27	Prepared and submitted bid for Central Government funding in excess of £280K for 4 no. Changing Places facilities. Decision expected in January 2022.	Outstanding Council and Council Services
28	Continued to migrate from a reactive approach to maintenance to a more planned approach, culminating in the preparation and submission of Capital Bids for works in excess of £4.3M in value with £3M recommended for approval to Council for the new financial year 2022/23. Works to be delivered over the next three years.	Outstanding Council and Council Services

29	Continued providing support to other teams to achieve council wide objectives, such as involvement with The Public Toilet Review and The Worksmart Review.	Outstanding Council and Council Services
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Section 3 – Looking forward : what we will do in 2022-23 (service objectives)				
Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/ corporate resource	Lead Officers	Start date	End date
1) Better homes and communities for all				
Contribute to and support delivery of recommendations of the strategic leisure review and future strategy.	Dependent on strategy	Jorge Pineda-Langford / Rob Harrison	Ongoing	March 2023
Implementation of current Covid measures to ensure both staff and visitors are safe when using Council buildings.	No	Jorge Pineda-Langford	Ongoing	March 2023
Support Council’s Public Toilet Review by delivering building and refurbishment work as part of the adopted strategy.	Dependent on strategy	Jorge Pineda-Langford	Ongoing	March 2023
Support and deliver the creation of Changing Places facilities across the District, subject to funding bid being successful. Decision expected January 2022.	No	Jorge Pineda-Langford	February 2022	March 2023
Following on from Public Toilet Review advise on options and manage the disposal of surplus public convenience stock.	Dependent on strategy	Rob Harrison / Alison Hayward	Ongoing	March 2023
Manage the Community Asset Transfer (CAT) processes so that we support communities through the transfer of appropriate community assets to towns and villages.	Significant support needed from other Services	Alison Hayward	April 2022	March 2023
Support the Housing Team with Right to Buy requests.	No	Rob Harrison	Ongoing	March 2023

Commission a review of depot provision to ensure facilities are in the best locations and fit-for-purpose.	Support needed from other Services and possible budget for external resource	Tm Child (with input from others as needed)	April 2022	March 2023
2) A greener East Devon				
Contribute to the reduction of the Council's carbon footprint and zero carbon targets by improving energy efficiency of the council's property assets via already identified capital improvement works and the appointment of a specialist energy consultant to review the current building asset stock and make recommendations.	Yes – financial resource – current capital bid	Jorge Pineda-Langford	Ongoing	March 2023
Explore opportunities for internal and external funding for energy improvement measures.	No	Jorge Pineda-Langford	Ongoing	March 2023
Working with DCC (procurement partner) we will ensure that our procurement processes for developer/contractor partners will include energy efficient performance measures and other measures to reflect the Council's Climate Change Action Plan.	Yes. Will require assistance from DCC Procurement	Jorge Pineda-Langford / Alison Hayward	April 2022	March 2023
Where the council is enabling development on its land, or is commissioning development directly, it will ensure that low carbon measures and other environmental benefits are incorporated through the procurement process and conditions of disposal.	No	Alison Hayward / Rob Harrison	April 2022	March 2023
Consider the use of Green Leases for new leases / renewal of leases on our commercial premises.	No	Rob Harrison	April 2022	March 2023

Support our commercial tenants in introducing energy efficiency measures into the operation of their premises and their business activities through sharing best practice.	No	Rob Harrison/ Jorge Pineda- Langford	April 2022	March 2023
3) A resilient economy				
We will support the review of town centre economy and prosperity through the work that we are doing with consultants on the Axe Valley project and the Devon Place Board work e.g. exploring the feasibility of repurposing retail retail/commercial.	No	Alison Hayward	April 2022	March 2023
We will ensure that our council assets are used effectively in terms of their development potential to support regeneration, create employment opportunities and create economic growth.	Yes – possible budget	Alison Hayward	April 2022	Mar 2023
We will explore opportunities to secure external funding to help with asset management and the promotion of the District's economy.	No	Tim Child (with input from others)	April 2022	March 2023
Deliver a further 3% increase in total rent roll from let property (main gf account only using a base of 1/4/2021)	No	Rob Harrison	April 2022	March 2023
We will commission consultants to deliver the Axe Valley Project to identify potential projects that will deliver place making objectives and can be the subject of future funding bids to support delivery.	No	Alison Hayward	April 2022	March 2023
We will work with a private sector partner to deliver new public realm and a food and beverage offer (or similar) on the Moridunum site in Seaton.	No	Alison Hayward	April 2022	2024
We will work with the neighbouring landowner to deliver a masterplan for the Hayne Lane site in Honiton	Yes – reliant on support from Planning Service in	Alison Hayward	April 2022	March 2023

	terms of Officer resource			
We will deliver new beach huts at Jacobs Ladder in Sidmouth to replace the current provision.	Yes – reliant on a) budget and b) support from other Service areas	Alison Hayward	April 2022	Summer 2023
We will consider how the regeneration of the Queen’s Drive site along with other place making opportunities across Exmouth can support economic recovery and prosperity whilst enabling Exmouth to capitalise on its natural capital and to ensure a consistent place making theme across the town. Options will be developed and presented to Members for a decision on which projects to take forward.	Yes – reliant on a) recruiting to the vacant roles and b) decisions by Members and ongoing support to deliver those projects	Tim Child	April 2022	March 2023
We will direct the Council’s Events Team to ensure another successful season in 2022 of temporary activities / events at Queen’s Drive Space	Yes – reliant on the Events Team	Tim Child	April 2022	March 2023
4) Other objectives				
<p>Delivery of £3M of Capital works, including:</p> <ul style="list-style-type: none"> • Roof replacement works - corporate and leisure facilities. • Fire risk improvement works. • H&S internal refurbishment and improvement works - leisure facilities. • Energy efficiency review - corporate and leisure facilities. • Building fabric external refurbishment and decorations - corporate buildings and beach huts. • Provision of emergency lighting - industrial units. 	Yes – reliant on budget	Jorge Pineda-Langford	April 2022	March 2023 and onwards

<ul style="list-style-type: none"> • Refurbishment and replacement of specialist floor finishes - leisure facilities. • Replacement of swimming pool plant. • Repair, replacement and upgrade of ventilation equipment - leisure facilities. • Replacement of retaining wall - industrial unit. • Replacement and repairs to Streetscene storage facilities. • Compliance stage equipment remedials and improvement works. 				
<p>Delivery of £250K of Maintenance Reserve works, including:</p> <ul style="list-style-type: none"> • Swimming pool boiler replacement. • Roof repairs. • External wall repairs and redecorations. • Appointment of fire risk consultant and enabling remedial works. • Installation of mansafe systems. 	No	Jorge Pineda-Langfrd	January 2022	March 2023
<p>Prepare a new Asset Management Plan for the GF stock ensuring that this is driven by financial and non-financial data to inform decisions to invest, dispose, repurpose or asset transfer.</p>	No	Tim Child	April 2022	July 2022
<p>Prepare a new Investment Fund Framework to support an interventionist approach to economic recovery and wider prosperity ambitions</p>	Yes – requires budget	Tim Child	April 2022	July 2022
<p>Seaton Jurassic – Conclude how best to deal with the building defect issues and alongside let / sell to ensure the site is continued to use in some form or another.</p>	Yes – possibly requires budget	Tim Child	April 2022	March 2023

Section 3 a – 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.

1. The greatest current challenge is staffing resource. We have a current FTE headcount of 15 but employ 3 additional Officers above this, in senior roles, just to deliver on key responsibilities and expectations. Each of these 3 additional posts are long-term in nature and demonstrate that the current substantive workforce within the Service is insufficient. In addition, we also currently have 2 vacant posts. Furthermore, the Service is expanding through the appointments of 2 Officers dedicated to delivering place making projects in Exmouth but these posts are proving difficult to fill. Not only are existing substantive staff under considerable pressure, to the extent that key projects can't be delivered to the timescales expected, but we are now unable to fill vacant posts which further compounds matters. Added to this pressure, there are key capital projects for next year where we will have no alternative but to buy-in consultant support which we have factored into the capital bids themselves. Moving forward it is becoming increasingly necessary to prioritise work and for low priority work not to progress but also to ensure that Officers can work as efficiently and effectively as possible.
2. 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.
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. With the necessary staffing and budgetary resource there is the opportunity to drive significant carbon footprint savings through low carbon technology in refurbishments, new build and regeneration / place making projects.

Section 3 b – 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 / place making project	As and when but currently every 6 months	Queen's Drive Delivery Group		Tim Child	Yes
Monitoring performance through Asset Management Forum	Quarterly	Asset Management Forum		Tim Child	Yes

Section 4 – Resources and workforce planning	
Full time equivalents/Headcount as at 01/04/2021	FTE = 14.68 Headcount = 15
Turnover (April 2020 to March 2021)	Voluntary Turnover = 0% Voluntary & Non Voluntary Turnover = 20%
Absence (April 2020 to March 2021)	Days lost per person: 18.6 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
1. Carbon literacy training	Remaining team members who have not already benefited from this	Ensuring all team members have completed the training and associated pledge will contribute to the Climate Change Action Plan	June 2022
2. Bid writing	Selected team members	Improve the proportion of funding bids that are successful.	By end of 2022
3. Management training	Selected team members	Personal development, improved effectiveness	By March 2023
4. Procurement training	Selected team members	Ensuring team members are able to successfully procure support needed for specific projects.	By end of 2022
5. Skills and knowledge sharing within team and between EDDC departments	All	Effective, efficient delivery	

Section 6 – Reducing our carbon footprint
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In what ways is your service contributing to our carbon footprint	What can you do to reduce this impact
Carbon Footprint of built environment	Addressed earlier in Service Plan – significant potential subject to budget and Officer resource
Individual carbon footprints	A number of team members have already completed the carbon literacy training with the intention that everyone will be able to benefit from this as it is made more widely available. This will enable people to consider the action they can take to reduce their carbon footprints through their own pledges. Team members already support each other in this respect including in terms of providing practical suggestions.
Staff travel	The team has adapted well to greater home working. Generally speaking the need for site visits is relatively low and team members make efforts to minimise private car usage.
Vehicles	We currently have three diesel vans which, whilst relatively efficient, need to be transitioned to EVs or hybrid.

Section 7 – 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
Insufficient staff resource to deliver against expectations and future aspirations	Significant	Very Likely	Manage expectations and prioritisation
Failure to attract external funding resources towards the delivery of place making/economic recovery /	Significant	Likely	Increasing focus on proactive pipeline of future projects, value engineer projects or deliver in part, to ensure

development projects due to projects not being 'shovel ready'			<p>projects can proceed without external funding if necessary.</p> <p>Identify non-government funding sources that may be able to offer support and work with partner organisations.</p>
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 8 - Equalities and safeguarding

New / emerging equalities risks	Impact Level [High, Medium, Low]	How managed/controlled
1.		
2.		