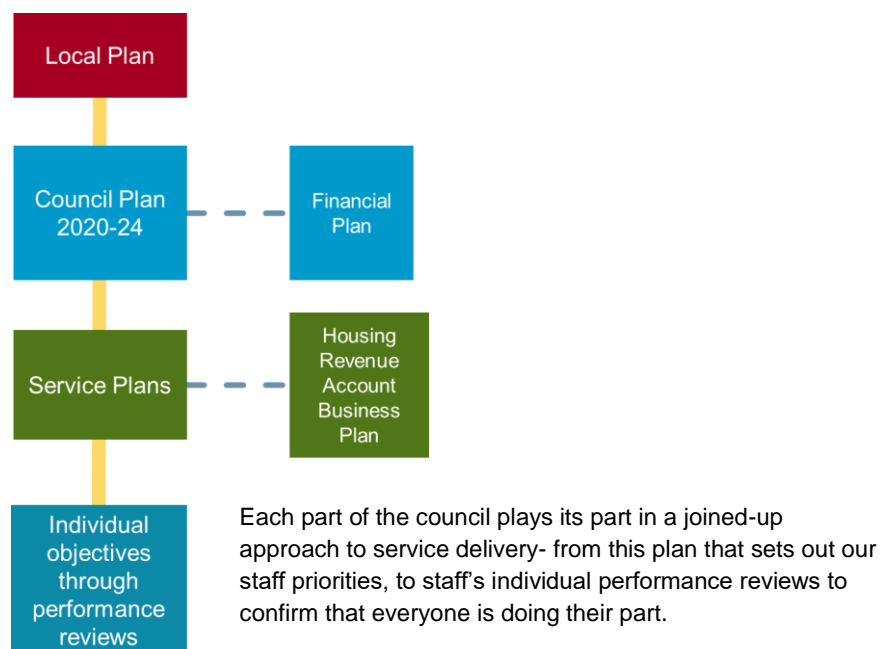


Place, Assets and Commercialisation

Service Plan 2023-24

April 2023 – March 2024



Director: Simon Davey

Assistant Director: Tim Child

Portfolio holders: Councillor Paul Hayward

Service Plan Template 2023-24: Contents Page

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Notes for Director and Assistant Director/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 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) Asset Management - 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 as we experience an increasing number of communities wishing to be more proactive in place making, as we experience a recession, the economic challenges facing the District and the pipeline of projects to support economic recovery and place making.

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.

Place Making

This is led by the Place & Prosperity Team.

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. Place & Prosperity Fund (proposed), Enterprise Zone, Levelling Up and other funding sources, along with the General Fund 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.

How is placemaking defined?

There is no single definition of placemaking. A brief description might be that:

'Placemaking is the process of creating quality places that people want to live, work, play, and learn in'.

Characteristics of Placemaking

Successful placemaking will have the following characteristics:

- The **place is accessible**, in all senses of the word. Everyone can find and access it easily. Signage and the access routes are clearly defined and accessible.
- The place is **carefully designed** ensuring a safe flow of people and capacity for numbers appropriate to the intended uses
- People can **engage in activities** in the place. Whether this be for ceremonies, sporting or leisure activities and events or simply **sitting and socialising** together
- The place is **clean, comfortable, attractively and carefully designed**,
- The place is **engaging for a wide demographic**, offering something for all. So if the theme is a playspace for children, parents and grandparents have comfortable seating and maybe access to their own leisure activity or refreshments. Generates value, either directly through the uses of the place, or indirectly by bringing people to the space who spend money locally.

Section 1 – Brief description of service and purpose(s)	
	<ul style="list-style-type: none"> Supporting innovation is key, but can be challenging. What is clear is that there is no one size fits all solution, placemaking needs to be driven by strategic thinking, the needs of the area and its relative strengths and opportunities. <p><u>Who is involved?</u></p> <p>Depending upon the context, placemaking can consist of a variety of specialisms and layers of intervention, and can be led and delivered by and with a range of people, and organisations as shown below.</p>

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



Asset Management

These functions are undertaken by the Estates Team and Property & Facilities Management Team

Key functions of Estates Team:

- Managing Leased out portfolio
- Acquisitions
- Disposals

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

- Estate Management
- Statutory and non-statutory valuations
- Property Records
- Strategy & Policy

Key functions of Property & FM Team:

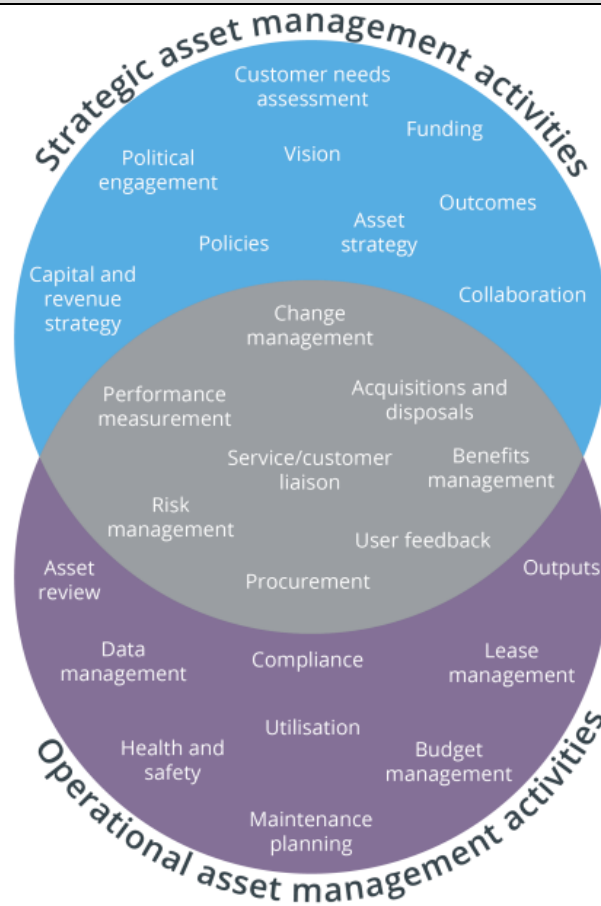
- Reactive maintenance
- Planned maintenance & servicing
- Capital investment
- Health & Safety Compliance
- Suitability and sufficiency
- Facilities Management of corporate offices

What do we mean by Asset Management?

Asset management is the management of our physical assets to meet the service and financial objectives of the Council.

The following diagram portrays various roles associated with asset management in the public sector (source: RICS Strategic Public Sector Property Asset Management Global Practice Information 3rd edition September 2021).

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



Our key themes for this Service Plan are as follows:

A Greener East Devon

1. Climate change – making building assets more sustainable and ensuring those place making / regeneration interventions by the Council support the Council's Climate Change aspirations.

Section 1 – Brief description of service and purpose(s)	
	<p><u>A resilient economy bringing prosperity to the District</u></p> <ol style="list-style-type: none"> 1. Using existing assets and investment in new assets to capitalise on opportunities to continue supporting covid economic recovery against the backdrop of recession, harnessing funding sources that might not otherwise be available and ensuring a catalytic effect with any investment. 2. Continuing to support existing tenants through response and recovery from the impact of covid and recession 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. 5. Develop and deliver place-making strategy and associated development projects, improving and strengthening a sense of place and prosperity in the defining places of East Devon: its towns and town centres, commercial centres and other key locations. <p><u>Better Homes and Communities for all</u></p> <p>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	<p>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.</p>

Section 1 – Brief description of service and purpose(s)	
	In the main, services are provided in-house with specialist and contract support in some areas. Officers have had appropriate training. We provide services in differing ways in order to meet the needs of our customers.
How we compare	<p>Comparison with other public bodies is not easy but we will be looking through the new Asset Management Plan to introduce benchmarking.</p> <p>We will be reporting on key performance indicators quarterly to Asset Management Forum.</p> <p>We are regularly audited by SWAP.</p>
Statutory elements of the service	<p>Health & Safety statutory compliance responsibilities, equalities and best value considerations.</p> <p>Maintaining all legal and regulatory requirements for compliance functions including the big 5 areas of;</p> <ul style="list-style-type: none"> • Fire Safety • Gas Safety • Electrical Safety • Asbestos Management • Legionella <p>Asset Valuations for accounting purposes.</p> <p>Right to Buy Valuations for HRA.</p>
Current net budget (excludes Internal support charges and capital budget)	

Section 2 – Key achievements in 2022-23

	<i>Briefly describe key achievements and what outcomes were created. This will contribute to annual reviews of our Poverty Action Plan, Health & Wellbeing and carbon reduction work.</i>	<i>Link to Council Plan priorities and other strategic objectives: -</i> <ul style="list-style-type: none"> • Greener East Devon • Better Homes and communities • A resilient economy • Poverty action plan • Health & wellbeing • Carbon reduction
	<u>Estates Team</u>	
1.	Completion of a lengthy project which resulted in the successful acquisition of land to enable delivery of SANGS at Broadclyst.	Greener East Devon / Health & wellbeing
2.	Completion of property disposals resulting in capital receipts of £180,000.	A resilient economy / Improve Council services
3.	Negotiation of lease terms and successful completion of leases to allow delivery of Electric Vehicle (EV) charging points in East Devon District Council's car parks.	Greener East Devon
4.	Reconfiguration of land at Manstone Workshops to deliver new compound area which increases lettable space on the estate and maximises return from the asset.	A resilient economy / Improve Council services
5.	Completion of Asset Valuations with a combined asset value of around £70m for inclusion in the Council's Statement of Accounts.	Improve Council services
6.	Supported the HRA with Right to Buy Requests.	Better Homes & Communities for all
	<u>Place & Prosperity Team</u>	
7.	A Public consultation process was completed for placemaking in Exmouth over the summer of 2022 to hear the views on placemaking from members and the public alike. 138 people attended in person, 861 responses were received to an online	A resilient Economy/ Better Homes & Communities for all

Section 2 – Key achievements in 2022-23

	questionnaire and 400 responses from face to face interviews by the South West Research Group.	
8.	A £160,000 budget was secured to appoint Placemaking Consultants for Exmouth Town and Seafront and the Consultants were appointed in Early 2023.	A resilient Economy/ Better Homes & Communities for all
9.	A new Place and Prosperity Fund was drafted to support an interventionist approach to economic recovery and wider prosperity ambitions.	A resilient Economy/ Better Homes & Communities for all
10.	Completion of the Community Asset Transfer Procedures with cabinet approval given in September 2022.	Better Homes & Communities for all / Improve Council services
11.	Completion of the Axe Valley Study in April 2022 and preparation and submission of LUF funding bid in August 2022.	A resilient economy/ Better Homes & Communities for all
12.	Work continues on the Devon Place Board work on Seaton and Axminster with the completion of the Urban Renewal Strategies for the 2 towns, requiring final approval by DCC.	A resilient economy/ Better Homes & Communities for all
13.	Completion of the sale of the Drill Hall in Sidmouth to Rockfish.	A resilient economy
14.	Completion of the resource intensive Welcome Back Fund, achieving 100% success on the claims made. (Claims made were £342,000 on allocation of £361,000).	A resilient economy
15.	Completion of the masterplan exercise for the Hayne Lane site in Honiton.	A resilient economy
16.	Supported DCC in submitting a LUF funding bid in Exmouth.	A resilient economy/ Better Homes & Communities for all
17.	Supported Council's Public Toilet Review by progressing Cat B & C sites for alternative uses, favouring community uses which incorporate a publicly accessible toilet.	A resilient economy/ Better Homes & Communities for all

Section 2 – Key achievements in 2022-23

	<u>Property & Facilities Management Team</u>	
18.	<p>Delivery / Commitment of approximately 43% (£1,174,703) of 3 year Capital Programme approved 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. • Building fabric external refurbishment and decorations - corporate buildings and beach huts. • Provision of emergency lighting - industrial units. • 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. 	A resilient economy/ Better Homes & Communities for all
19.	Continued to manage and deliver building compliance in General Fund buildings.	A resilient economy/ Better Homes & Communities for all
20.	Continued to manage and deliver reactive and planned maintenance in General Fund buildings	A resilient economy/ Better Homes & Communities for all
21.	Support and delivery of Covid policy to ensure both staff and visitors are safe when using council buildings and enabling staff to return to the office under Worksmart principles.	A resilient economy/ Better Homes & Communities for all/ Improve Council services

Section 2 – Key achievements in 2022-23		
22.	Support of Worksmart review	Improve Council services
23.	Contribute to and support delivery of recommendations of the strategic leisure review and future strategy. Leisure Strategy now adopted. Includes significant volume of actions relating to PAC Service.	A resilient economy/ Better Homes & Communities for all/ Improve Council Services
24.	Supported Council's Public Toilet Review by securing £242,000 from DLUHC for new Changing Places facilities to be used alongside our CAT A roll-out. Of all the Districts and Unitary Councils of Devon we've received the largest award. Nationally out of almost 200, just 12 Councils have received more.	A resilient economy/ Better Homes & Communities for all/ Improve Council services
25.	Contributed 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.	Greener East Devon

Section 3 – Looking forward: what we will do in 2023-24 (service objectives)

This service agrees that it will undertake the work required under the Financial Sustainability Model adopted by Council in its Financial Plan in reviewing the service under the following 6 areas:

- System Thinking
- Digital Transformation
- Customer Access
- Performance Management Data
- Asset Management
- Income Maximisation

3.1 Service priorities we will deliver in 2023/24 which support the Council Plan Priorities; the Poverty Action Plan and Health & Wellbeing. (Carbon reduction activities see section 5 below)	Financial/ corporate resource	Lead Officers
<p>Commence delivery of priority actions adopted through new Asset Management Plan to be adopted Spring 2023. Focus on the following protocols:</p> <ul style="list-style-type: none"> • Investment / Capital Programme Protocol • Acquisition & Disposals Protocol • Commercialism “Let Property” Protocol • Sustainability Protocol 	Requires support from all Services.	<p>Assistant Director - Place, Assets & Commercialisation</p> <p>Senior Estates Surveyor</p> <p>Principal Building Surveyor</p>
Support delivery of Leisure Strategy	Resource needs identifying.	Assistant Director – Place, Assets & Commercialisation

3.1 Service priorities we will deliver in 2023/24 which support the Council Plan Priorities; the Poverty Action Plan and Health & Wellbeing. (Carbon reduction activities see section 5 below)	Financial/ corporate resource	Lead Officers
Deliver Terms of Reference and Placemaking Strategy for Exmouth	External consultants need engaging. Current approved budget £160,000.	Project Manager - Place & Prosperity (Exmouth)
Commence implementation of a Place and Prosperity Fund to be adopted Summer 2023	Commitment to PWLB borrowing will be required.	Assistant Director – Place, Assets & Commercialisation Project Manager – Place & Prosperity (Exmouth)
Develop and deliver place-making strategy and associated development projects, improving and strengthening a sense of place and prosperity in the defining places of East Devon: its towns and town centres, commercial centres and other key locations. We will deliver this by assessing the opportunities for improvement in our towns; undertaking feasibility studies; identifying key partners and stakeholders to work with; enable delivery of projects through landholdings where possible; secure funding; deliver direct development where appropriate.	Reliant on securing external funding - UKSPF, Levelling Up and similar, but also internal funding possibly through a new Place and Prosperity Fund.	Assistant Director – Place, Assets & Commercialisation Project Manager – Place & Prosperity Project Manager – Place & Prosperity (Exmouth)
Deliver outcomes of Public Toilets Review – namely completing disposal of Category B and C sites with investment in Category A sites alongside delivering Changing Places facilities	Capital budget for delivering Category A sites has been approved but uncertain whether full project can be delivered within budget due to inflation in costs. Changing Places investment conditional on DLUHC	Assistant Director – Place, Assets & Commercialisation Principal Building Surveyor Consultant Estates Surveyor

3.1 Service priorities we will deliver in 2023/24 which support the Council Plan Priorities; the Poverty Action Plan and Health & Wellbeing. (Carbon reduction activities see section 5 below)	Financial/ corporate resource	Lead Officers
	funding which has been secured. Requires ongoing support from StreetScene.	
Undertake a review of depot provision to ensure facilities are in the best locations and fit-for-purpose. Identify costed options.	£50,000 capital budget already secured to enable capacity and expertise to be procured. Delivery of any new facilities will require significant investment. Requires ongoing support from StreetScene.	Project Manager – Place & Prosperity
Provide for both Officer and Member workshops to increase awareness of what is meant by the term Placemaking and to facilitate a discussion on this topic and what opportunities are available within East Devon to enable Placemaking outcomes, if so desired.	Resource needs identifying.	Assistant Director – Place, Assets & Commercialisation
Complete lease to Seaton Tramway of Seaton Jurassic along with associated documentation with them, DWT and funders.	Significant legal and other consultancy support required.	Assistant Director – Place, Assets & Commercialisation
Complete lease to NHS of surplus 1 st floor offices at Exmouth Town Hall.	Needs input from STRATA but also support of staff generally in relocating from this area.	Senior Estates Surveyor
Agree and report on Performance Indicators through AMF to ensure improved visibility of performance and identifying of any issues. Propose: a) Estates – Rent Roll / % increase since 1 st April (of that year)		Assistant Director – Place, Assets & Commercialisation

3.1 Service priorities we will deliver in 2023/24 which support the Council Plan Priorities; the Poverty Action Plan and Health & Wellbeing. (Carbon reduction activities see section 5 below)	Financial/ corporate resource	Lead Officers
<ul style="list-style-type: none"> b) Estates – Held for Sale Assets c) Estates – Vacant Assets d) Estates – Capital Receipts (in financial year) e) Estates – Instructions to Legal in quarter f) Property & FM – Planned Maintenance spend to budget (%) g) Property & FM – Reactive Maintenance spend to budget (%) h) Property & FM - % of completed Firmstep maintenance requests in quarter i) Health & Safety Compliance of General Fund buildings (%) 		

3.2 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Deliver Asset related actions identified in Leisure Strategy	Deliver actions allocated within Leisure Strategy.	Input likely needed from new Leisure Enabler funding through UKSPF
Link to Council Plan priorities	Health & Wellbeing / Better Homes & Communities for all	
Milestones	Due date	Lead officer
1. Revisit existing stock condition data in context of the recommendations from the Leisure Strategy. Agree a 5-10 year planned preventative maintenance programme of works – capital and revenue.	September 2023	Principal Building Surveyor

2. Continued short term operation and minimal investment (to ensure H & S compliance) in Broadclyst Leisure Centre to be agreed, until such time as a decision is made on provision of new leisure centre for Cranbrook and associated timescales for delivery are known. Property deteriorated so review investment requirement.	June 2023	Principal Building Surveyor
3. To renegotiate all existing dual use facility agreements, in favour of the Council to increase access and value for the East Devon community. Daytime access is the priority to achieve. a) Commence negotiations pre 1 st April 2023 b) If there is an agreement to be reached, conclude heads of terms by September 2023 c) Legal agreements in place by 1 st April 2024	March 2024	Assistant Director – Place, Assets & Commercialisation Senior Estates Surveyor / Leisure Enabler (to be appointed)

3.3 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Deliver Terms of Reference and Placemaking Strategy for Exmouth	Adoption of Placemaking Strategy and agreed projects to take forward.	Officer & Consultants
Link to Council Plan priorities	A resilient economy/ Better Homes & Communities for all/ Greener East Devon	
Milestones	Due date	Lead officer
<ul style="list-style-type: none"> Prioritisation of key Themes and Characteristics and opportunity sites Spatial analysis of the opportunities Analysis of what the Council can deliver in the short, medium and long term 	August 2023	Project Manager – Place & Prosperity (Exmouth)

<ul style="list-style-type: none"> • Identification of key partners to develop other elements • Preparation of options for sites • High level feasibility design and costing 		
2. Draft options to Delivery Group and preparation of shortlist of options	September 2023	Project Manager – Place & Prosperity (Exmouth)
3. Further consultation on the options	October 2023	Project Manager – Place & Prosperity (Exmouth)
4. Cabinet and Council approval to move to detailed design and costing	November 2023	Project Manager – Place & Prosperity (Exmouth)
5. Implementation phase begins (subj to budget)	January 2024	Project Manager – Place & Prosperity (Exmouth)

3.4 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Deliver a Place & Prosperity Fund and begin utilising	Investment in Place & Prosperity interventions	Officer & Consultants
Link to Council Plan objective Priorities	A resilient economy/ Better Homes & Communities for all/ Greener East Devon/ Improve Council Services	
Milestones	Due date	Lead officer
Adopt new Place & Prosperity Fund and Framework together with PWLB borrowing commitment through Cabinet and Council	July 2023	Project Manager – Place & Prosperity (Exmouth)
Utilising newly adopted Framework and borrowing commitment, present a scorecard of possible investment opportunities for consideration.	October 2023	Project Manager – Place & Prosperity (Exmouth)

		Assistant Director – Place, Assets & Commercialisation
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3.5 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Deliver outcomes of Public Toilets Review – namely disposal of Category B and C sites with investment in Category A sites alongside delivering Changing Places facilities	Disposal of surplus sites, revenue savings, revenue and / or capital income and fit for purpose retained sites	Officer & Consultants
Link to Council Plan priorities	A resilient economy/ Better Homes & Communities for all/ Greener East Devon/ Improve Council Services	
Milestones	Due date	Lead officer
1. Finalise disposal / transfer of category B and C sites	April 2023	Assistant Director – Place, Assets & Commercialisation
2. Commence build projects at agreed pilot sites	October 2023	Principal Building Surveyor
3. Complete build projects at pilot sites	March 2024	Principal Building Surveyor

3.6 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
To undertake a review of depot provision to ensure facilities are in the best locations, incorporate renewable energy, efficiency measures, infrastructure to unlock further service decarbonisation and specifications	High level costed options available to enable informed decisions	Officer & Consultants

which are fit for future service provision. Identify high level costed options. To be Project Managed through PAC but with StreetScene and others on Project Group.		
Link to Council Plan priorities	Improve Council Services / Resilient economy	
Milestones	Due date	Lead officer
1. Agree scope of project – a) what sites and services to be included, and b) what outputs to be achieved to incorporate energy efficiency, renewable resources, infrastructure to unlock further fleet decarbonisation and at a minimum cover Ops depots at Manstone and Camperdown, along with Greendale Recycling & Waste site.	May 2023	Project Manager – Place & Prosperity
2. Identify and document future service needs	May 2023	Project Manager – Place & Prosperity
3. Baseline Study – Review of existing sites to include a) market value and marketability, b) running costs, c) sustainability potential, d) investment requirements (costs) and suitability for making fit-for-purpose, along with potential re-use of sites.	July 2023	Project Manager – Place & Prosperity
4. Identify alternative opportunity sites with high level indicative costings that satisfy service needs	November 2023	Project Manager – Place & Prosperity
5. Decision made on next steps (SMT and Cabinet)	March 2024	Project Manager – Place & Prosperity

3.7 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
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Explore carbon reduction strategies at LED occupied buildings through air or ground source heat pumps which if appropriate would deliver both carbon savings and reduction in running costs.	Proposals report setting out strategies to be adopted to then inform any bids to the Public Sector Decarbonisation Scheme or similar.	External consultant
Link to Council Plan priorities	Greener East Devon / Improve Council services	
Milestones	Due date	Lead officer
1. Appoint consultant (utilising existing approved budget)	April 2023	Principal Building Surveyor
2. Report findings to LED Forum with recommendations	July 2023	Principal Building Surveyor
3. Secure budget to undertake works or respond to external funding opportunities like Public Sector Decarbonisation Scheme.	December 2023	Principal Building Surveyor

3.8 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Support our commercial tenants in introducing energy efficiency measures into the operation of their premises and their business activities through sharing best practice.	Using our influence to change behaviours	
Link to Council Plan priorities	Greener East Devon	
Milestones	Due date	Lead officer
1. Incorporate green lease clauses into 90% of all new leases and lease renewals for buildings.	July 2023 and ongoing	Senior Estates Surveyor

3.9 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Deliver a further 3% increase in total rent roll from let property (main General Fund account only using a baseline of 01/04/2023)	Generate additional income	
Link to Council Plan priorities	Improve Council services	
Milestones	Due date	Lead officer
1. Increase of 0.75% each quarter.	July 2023 and ongoing	Senior Estates Surveyor

3.10 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Stalled employment sites – Hayne Lane, Honiton, Colyford Road, Seaton and Harepath Road, Seaton sites.	Delivery of employment space	Possibly external consultant/ LUF or other funding
Link to Council Plan priorities	Resilient economy	
Milestones	Due date	Lead officer
1. Deliver to Cabinet an Options Report setting out proposals for delivery of each site depending on availability of external funding and viability assessments.	July 2023	Assistant Director – Place, Assets & Commercialisation
2. Commence implementation of actions proposed by Cabinet.	October 2023	Assistant Director – Place, Assets & Commercialisation

3.11 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
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Using carbon footprint data of our building assets as a baseline, introduce mechanism for capturing details of works undertaken to buildings to evidence progress towards net zero. This will enable us to accurately calculate the reductions required, set meaningful targets, and fully understand what it requires to be carbon neutral.	Improved visibility and performance towards net zero.	External specialist external consultant required
Procure specialist external resource to advise on targeted interventions to buildings portfolio. Requires specialist in this field.		
Link to Council Plan priorities	Greener East Devon	
Milestones	Due date	Lead officer
Develop and adopt new procedures and appoint consultant utilising £50K budget already approved.	April 2023	Principal Building Surveyor
Identify buildings to prioritise activities and identify strategies needed and draft.	September 2023	Principal Building Surveyor

3.12 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Deliver a further £200k in Capital Receipts through programme of land and property disposals.	Generate additional income	
Link to Council Plan priorities	Improve Council services / Resilient economy	
Milestones	Due date	Lead officer
Capital Receipts of £50k each quarter.	July 2023 and ongoing	Senior Estates Surveyor

3.13 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
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Continue to deliver and manage building compliance maintaining at least 85% compliance at any time.	Achieve and maintain at least 85% compliance at any time	Officers & Contractors
Link to Council Plan priority	Improve Council services	
Milestones	Due date	Lead officer
Instruct consultant and contractors	April 2023 and ongoing	Principal Building Surveyor
Monitor progress and report to SMT on a quarterly basis	April 2023 and ongoing	Principal Building Surveyor

3.14 Service measure/indicator	How often – monthly, quarterly, bi-annually, annually	For whom? Cabinet, Overview and Scrutiny	Responsible Officer for production of management information	Retain this measure (yes/no) or new
a) Estates – Rent Roll / % increase since 1 st April (of that year) b) Estates – Held for Sale Assets c) Estates – Vacant Assets d) Estates – Capital Receipts (in financial year) e) Estates – Instructions to Legal in quarter f) Property & FM – Planned Maintenance spend to budget (%) g) Property & FM – Reactive Maintenance spend to budget (%)	Quarterly	Asset Management Forum	Assistant Director – Place, Assets & Commercialisation	New

h) Property & FM - % of completed Firmstep maintenance requests in quarter				
i) Health & Safety Compliance of General Fund buildings (%)				

Section 4 – Workforce Planning key findings and actions (see appendix for detailed Workforce Plan)	
Major demands impacting on the workforce have been identified as:	<ul style="list-style-type: none"> a) Changes in service requirements through year in part through announcement of Government DLUHC funding streams but also through changing priorities. b) New and changing legislation. c) Specialist roles needed to respond to climate change.
Major issues impacting on workforce supply have been identified as:	<ul style="list-style-type: none"> a) Estates Team – Remuneration levels have impacted on recruitment to vacant posts. Vacancies continued for 9 months, at one point for 66% of the Team. b) Estates Team – 1 Full Time post currently filled on part time basis c) Property & FM Team – Structure does not provide capacity for delivering capital projects hence reliance in recent years on interim consultants which itself carries a risk.
Priority workforce actions that have been agreed by the Service Management Team in liaison with their HR Business Partner are:	<ul style="list-style-type: none"> a) Recruitment of vacant Area Building Surveyor post. b) Develop a succession plan c) Explore increasing substantive staff resource and reducing reliance on interim agency consultants.

The service Workforce Plan will be reviewed by the Management Team, in liaison with the HR Business Partner, on the following basis:	6 monthly review.
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Section 5 – Carbon and resource use

5.1 Short term objective	Expected outcome	Resources required
Continue to challenge requirement for face-to-face meetings / visits and therefore need to travel. Encourage car share where appropriate.	Reduced carbon footprint.	
Link to climate plan action plan		
Milestones	Due date	Lead officer
6 monthly review by management team and reinforcement if needed	September 2023	Assistant Director – Place, Assets & Commercialisation
5.2 Long term objective	Expected outcome	Resources required
See 3.7, 3.8 and 3.11 above		
Link to climate plan action plan		
Milestones	Due date	Lead officer

1.		
2.		
3.		

Section 6 – Risks

New/emerging risks consider with your team any new and emerging risks to be reported to the Management Information Officer.

Any current risks that are emerging as high risk should also be reported to the Management Information Officer.

- Insufficient staff resource to deliver against expectations and future aspirations – Significant impact – Very likely – Managing expectations and prioritisation.
- Failure to attract external funding towards the delivery of place making, regeneration and development projects – Significant - Likely - Value engineer to deliver in part without external funding and identify non-government funding sources and work with partner public and private sector organisations.
- Significant uncertainty in general economic outlook impacting on rental and capital values along with viability of projects – Significant – Likely – Ensure the Council does not overly expose itself and seeks a balanced spread of risk.

Section 7 – Digital / Data Transformation

Digital and data are essential building blocks of a successful organisation. Digital transformation will enable teams to work in a more streamlined and efficient way, reducing duplicated work and automating manual processes, in support of our service plans.

Digital refers to a technology-enabled way of working that uses modern tools, technology and capability.

Data refers to digital information about people, things and systems.

Aims: Digital transformation will make accessing and delivering our services to the customer far quicker and simpler. To deliver a better service for our customers we require fast and efficient digital services, high quality data and skilled staff.

7.1 Current and ongoing digital/data projects

*Use this section to record current and ongoing digital/data projects within your service relating to systems, software, processes or anything that requires a digital or data solution. Please provide details of the project objective, progress, difficulties and showstoppers currently affecting the project, a record of these will be kept across iterations of the service plan to track their progress. The Digital and Data team will analyse these projects and contact you to discuss potential solutions to the issues you identify.
(Please use one table per project, copy and paste table as needed)*

Name of project

Migration from Lagan to Firmstep

Impact on service (low/med/high)

High

Names of key members of staff/project leaders involved in the project (including Strata and third parties – include organisation name)

Compliance and Reactive Maintenance Surveyor, Area Building Surveyors, Principal Building Surveyor, the Digital Transformation Team and Strata.

Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?

Fully adopt Firmstep as a tool to manage maintenance workflow.

Description of project, system/software used, current progress, difficulties and showstoppers currently affecting the project

Continue to develop the use of Firmstep as a maintenance workflow management and reporting tool.

Project start date (if applicable)
Already started
Project end date (if applicable)

7.1 Current and ongoing digital/data projects
<i>Use this section to record current and ongoing digital/data projects within your service relating to systems, software, processes or anything that requires a digital or data solution. Please provide details of the project objective, progress, difficulties and showstoppers currently affecting the project, a record of these will be kept across iterations of the service plan to track their progress. The Digital and Data team will analyse these projects and contact you to discuss potential solutions to the issues you identify. (Please use one table per project, copy and paste table as needed)</i>
Name of project
Providing improved access to Members and public to an up-to-date land & buildings Asset Register via website. Current publicly accessible data is limited to mapping and an out dated and poorly presented dataset alongside.
Impact on service (low/med/high)
Low
Names of key members of staff/project leaders involved in the project (including Strata and third parties – include organisation name)
Property Records Officer, Senior Estates Surveyor, Assistant Director – Place, Assets & Commercialisation, the Digital Transformation Team and Strata.
Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?
Accessibility of land & buildings asset data to assist Members in accessing data relevant to their wards and / or Portfolio Holder responsibilities. This will assist in both supporting constituents but also in decision making.

Description of project, system/software used, current progress, difficulties and showstoppers currently affecting the project
Project commenced and with Strata. Awaiting satisfactory and useful dataset that can be included on website and easily accessed and interpreted.
Project start date (if applicable)
Started summer 2022
Project end date (if applicable)

7.2 Potential future digital/data transformation projects
<p><i>Use this section to identify potential new digital/data transformation projects, this may be changes to systems, software, processes or the procurement of new products that may increase the digital capabilities, efficiency of your service and income generation for the council. The Digital and Data team will analyse these projects and contact you to discuss potential solutions to the issues you identify. (Please use one table per project, copy and paste table as needed)</i></p>
Proposed name of project
Integration of Property & FM data from spreadsheets (largely) into a new asset management system.
Impact on service (low/med/high)
High
Key member/s of staff that you can commit to the project (EDDC only)
Principal Building Surveyor and Property Records Officer
Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?

To automate the asset management process, making it more efficient and easier to present management reporting.
Description of project, system/software used, transformational action/training needed for project to succeed
To consider and implement a cost effective asset management system to automate asset management functions / tasks, reducing human interventions and improving bench marking and reporting. Explore integrating with the Housing Asset Management system.
Is your service currently able to commit a staff resource to this project? - please specify details
As above, but extremely limited capacity. Dedicated Project Manager needed for this project.

7.2 Potential future digital/data transformation projects
<i>Use this section to identify potential new digital/data transformation projects, this may be changes to systems, software, processes or the procurement of new products that may increase the digital capabilities, efficiency of your service and income generation for the council. The Digital and Data team will analyse these projects and contact you to discuss potential solutions to the issues you identify. (Please use one table per project, copy and paste table as needed)</i>
Proposed name of project
Introduction of online application process for Estates Team to improve process and make more efficient use of resources.
Impact on service (low/med/high)
High
Key member/s of staff that you can commit to the project (EDDC only)
Senior Estates Surveyor and Property Records Officer
Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?

The introduction of an online application process would replace the current system which uses physical application forms which are often submitted incomplete or without the correct payment. Such a system would give better visibility of applications to ensure all are dealt with efficiently and would remove the failure points in the current process and provide management reporting.

Description of project, system/software used, transformational action/training needed for project to succeed

It is considered Firmstep would be suitable for this.

Is your service currently able to commit a staff resource to this project? - please specify details

If required.