

# Agenda for Overview & Scrutiny Committee

## Wednesday, 14 January 2015; 10.00am



**Members only 9.30am for opportunity to talk to Portfolio Holders, Strategic Heads and managers prior to the start of the meeting.**

### [Members of the Committee](#)

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

### [View directions](#)

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- 1 [Public speaking](#)
- 2 Apologies
- 3 [Declarations of interest](#)
- 4 To agree any items to be dealt with after the public (including press) have been excluded. There are **no** items that officers recommend should be dealt with in this way.
- 5 **Draft Budget and Service Plans for 2015/16**
  - a) Report on draft budget proposed, as presented to Cabinet on 7 January 2015 (pages 2 – 14);
  - b) Service plans ([full plans available online](#), key objectives included in pages 15 – 14 of this agenda);
  - c) Draft Revenue Budget ([budget book](#));
  - d) Draft Capital Budget ([budget book](#)).

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### [Decision making and equalities](#)

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**Report to:** Cabinet  
**Date of Meeting:** 7 January 2015  
**Public Document:** Yes  
**Exemption:** None  
**Review date for release** None



**Agenda item:** 5

**Subject:** Draft Revenue and Capital Budgets 2015/16

**Purpose of report:** This report presents the draft revenue and capital budgets for 2015/16 for adoption by the Cabinet before consideration by the Overview and Scrutiny Committee, the Housing Review Board and the business community.

Recommendations from these meetings will be presented to the Cabinet on 11 February 2015 when members will finalise budget proposals to be recommended to Council.

### **Key issues in summary**

#### **General Fund**

In setting the current year budget 2014/15 members also considered the funding gap for 2015/16 identified in the Medium Term Financial Plan and through the Budget Working Party agreed the implementation and monitoring of proposals which now help to produce a balanced budget for 2015/16 as proposed in this report.

#### **Housing Revenue Account**

The draft budget continues to follow the adopted Housing Revenue Account (HRA) Business Plan. The budget shows a healthy position with the necessary investment in council houses and the ability to increase the Housing Revenue Account Balance further to a level that gives reassurance going forward to meet the debt repayments required as part of the self financing regime.

#### **Capital**

The draft forward Capital Programme is funded with varying use of and then repayments to the Capital Reserve, mainly as a result of expenditure and capital receipts relating to the Exmouth Regeneration projects. The funding position looks reasonable for future years as New Homes Bonus monies is directed to capital, competing demands for further scheme proposals will however come forward to call on these resources.

#### **Cranbrook**

The report recommends a budget for Cranbrook in 2015/16 of £44,148 thereby giving a council tax band D of £52, which when added to the Council Tax Support Grant gives the new town council an income of £45,220.

**Recommendation:**

**That the draft revenue and capital estimates are adopted before forwarding to the Overview and Scrutiny Committee and Housing Review Board for consideration.**

**To agree a budget for Cranbrook Town Council of £44,148 for 2015/16 thereby giving a council tax band D amount of £52.**

**Reason for recommendation:**

There is a requirement for 2015/16 to set balanced budgets, to levy a Council Tax and to set Council House Rents.

**Officer:**

Simon Davey, Strategic Lead – Finance (CFO/S151)

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**Financial implications:**

Financial details are contained within the report

**Legal implications:**

No legal observations are required

**Equalities impact:**

Low Impact

**Risk:**

Low Risk

Risks have been considered in preparing the budgets and the financial implications have been assessed at the point of preparation. Various budget assumptions have been made including the treatment of inflation and interest rates; estimates on the level and timing of capital receipts; the treatment of demand led pressures; the treatment of planned efficiency savings/productivity gains; levels of income; financial risks inherent in any new arrangements; capital developments; the availability of funds to deal with major contingencies and the need for any provisions. In each of these areas the Council's financial standing, management and track record have been considered in order to prepare robust budget proposals.

**General Fund Balance**

The Council's adopted range for the General Fund Balance is to be between £2.8m to £3.6m. The draft budget maintains the Balance within this range.

**The key areas affecting the finances of the Council are listed below for members' understanding.**

- **Formula Grant**

In the first three years of the Governments deficit reduction policy the Council had a third reduction in overall government funding of £2.3m (2011/12 to 2013/14).

The current year's budget saw a further 14% reduction in the Settlement Funding Assessment (formula grant) funding of £0.794m and provisional figures for 2015/16 give another reduction of £0.781m, a 15% reduction.

- **Localisation of Council Tax Benefit**

The introduction of the Local Council Tax Support scheme placed an additional financial risk at local authority level as this is a demand led cost previously funded at national level. Members have approved a Local Council Tax Support Scheme for 2015/16

in line with the current year's Scheme. Monitoring to date in the current year shows the scheme is being delivered within budget (£7.9m)

The majority of this risk falls to Devon County Council as they meet 74% of scheme costs; East Devon's proportion is 10%.

- **Business Rates Retention**

A significant change in the system of funding local authorities was introduced in April 2013 with the implementation of Business Rate Retention. East Devon continues to remain in the Devon Business Rate Retention Pool and for 2013/14 we received £0.078m additional funding because of this arrangement.

The scheme brings with it risk and opportunity for the Council. 50% of business rate income is calculated to be retained locally with the risks associated with volatility being at local authority level. The proportion of business rate income risk falling to this Council is 40% (9% to County and 1% to Fire). For East Devon this equates to approximately £12.9m, however £10.4m of this sum is passed back as a "tariff" payment to government. The government will require their tariff payment from East Devon's local amount no matter what level is actually collected.

There are rewards for those areas where business rate growth is expected and where collection rates remain good, such as in East Devon.

The 2015/16 budget uses the government's funding calculation as the income to be derived from business rates and allows an additional £0.252m to reflect the Council's own rate estimate which is slightly higher. In 2013/14 an additional amount above estimate was achieved and held in the rates volatility fund, this balance of £0.139m is now to be taken in to the 2015/16 budget. A similar arrangement will be put in place for 2014/15 should a surplus occur to be used in 2016/17.

- **Universal Credit**

Under Universal Credit local authorities will no longer be responsible for the administration of Housing Benefit payments. Payments will form part of the Universal Credit proposals amalgamating a number of welfare payments into one system administered directly by the Department for Work and Pensions (DWP).

This brings with it uncertainties for customers, council staff and financial uncertainty in understanding clearly the role the Council will play in the future and during the long transitional arrangements. The current administration of the scheme in theory is cost neutral when taking direct grant and formula grant together, although as always with formula grant, individual service grant is not identifiable. There is a risk that the Council could be disadvantaged in the calculations used by Government to reduce funding to reflect the stopping of this responsibility.

Implementation timescales are still uncertain and the 2015/16 budget has been prepared on business as usual. We have been given our indicative figures for administration subsidy paid by Government for the continuing administration of Housing Benefits and for Council Tax Support and this has fallen by 14%, or £0.142m.

The proposals have an associated risk concerning rent income in the Housing Revenue Account. Currently those council house tenants in receipt of housing benefits (over 60%) have their benefit credited directly to their rent account and the HRA receives that income immediately, it is suggested this will no longer be the case under the new arrangements. An increase in bad debt provisions has been allowed for in future years of the HRA business plan to mitigate this potential risk.

- **New Homes Bonus Scheme.**

The payment for 2015/16 is to be £3.015m; the draft budget uses £1.5m of this sum to support the General Fund Budget, with £0.265m being used to increase the New Homes Bonus Volatility Fund to mitigate the risk of any possible changes to the New Homes Bonus (NHB) scheme in future years. This gives a balance in the fund of £1.431m being the amount agreed by Council as being the appropriate level.

In addition the draft budget uses £0.167m NHB, again as previously agreed, to support posts and costs on a two year temporary basis for the planning and delivery needs of Cranbrook.

After allowing for an agreed contribution in relation to a margin payment (estimated at £0.052m) for the £20m loan for accelerated infrastructure funding to the Cranbrook consortium then this leaves a balance of £1.031m available for the Capital Programme.

- **Pay Award 2015/16**

A pay award has been agreed at 2.2% effective from 1 January 2015 to 31 March 2016, this cost has been included within the draft budget.

- **Local Land Charges income**

There remains the legality of certain charges previously made by local authorities; possible costs for the Council could be in the region of £0.2m. This Council has joined with others and with the Local Government Association to prepare for possible litigation against the Government on this issue.

- **Other expenditure and income areas.**

Expenditure budgets have been scrutinised and carefully constructed, in general a 1.5% inflation rate has been assumed where it is considered necessary. Specific rates have been used where determined under contract and different rates have been used for; rates 2%, water and gas 5% and electricity 8%.

The budgets have been prepared based on no service cuts, any variations have been highlighted in the budget book.

Income budgets have been increased in line with 1.5% inflation where appropriate and in line with expected demand. Any additional increases above this level have been highlighted in the budget book.

- **Council Tax 2015/16**

The government has offered a grant to councils if they freeze the Council Tax for 2015/16. The scheme for East Devon means an estimated payment of £0.067m representing an equivalent rise of 1% in the Council Tax.

The draft budget for 2015/16 assumes the Council will freeze council tax and receive the grant payment. If the Council wished to set a 1.99% increase in Council Tax, below the increase level that is expected to invoke a referendum; this would attract additional income of £0.134m; £0.067m higher than the government freeze grant.

East Devon is not alone in relation to the number and extent of the financial risks it is facing and local authorities are currently seeing a set of unusual and extreme circumstances affecting their future. This Council does have growth in both housing and businesses and through NHB and Business Rate Retention this has helped this Council maintain core service delivery.

**Links to background information:** • [—](#)

**Link to Council Plan:** [Funding this Outstanding Place](#)

## Report in full

### 1. Process

- 1.1 The Constitution requires the Cabinet to approve the draft revenue and capital budget prior to detailed consideration by the Overview and Scrutiny Committee. The Housing Review Board will undertake the same function in relation to the Housing Revenue Account budgets.
- 1.2 Recommendations from these meetings will be reported back to the Cabinet at its meeting on 11 February, along with any comments from the business community. At this meeting members will be required to recommend East Devon's Council Tax requirement for 2015/16 and Council House Rent levels.

## General Fund Budget

### The Overall Financial Picture

- 2.1 One of the most significant impacts on the Council's finances has come from the Comprehensive Spending Review 2010 (CSR 10) where the government cut local authorities' funding as part of their deficit reduction policy. Since then the government has made further reductions to local government funding in order to meet its deficit.

- 2.2 In the first three years of reductions the Council had a third of its overall government funding cut by £2.3m (2011/12 to 2013/14). The current year's budget (2014/15) saw a further 14% reduction in the Settlement Funding Assessment of £0.794m and the provisional funding figures for 2015/16 gives a further reduction of £0.781m (-15%).
- 2.3 In setting the 2014/15 budget members addressed a significant budget gap identified in the Medium Term Financial Plan (MTFP) of around £2m. This was achieved through the work of; the Budget Working Party, the Fees and Charges TaFF and Portfolio Holder savings initiatives, all of which was under the ongoing scrutiny of a Budget TaFF set up by the Overview and Scrutiny Committee.
- 2.4 As well as developing a balanced budget for 2014/15 Members looked ahead to addressing the budget gap identified for 2015/16 of £0.389m and this was to be achieved through the implementation of a new management structure and some minor service amendments leaving a balance to find of just over £0.100m. Some of the minor amendments have unfortunately not materialised and through the detailed budget process additional costs/reductions in income have materialised increasing the budget gap to that identified in the MTFP. The significant differences being: a reduction in car park income of £0.192m, planning application fees down £0.200m, overall cost difference of £0.078m on recycling and refuse to that assumed in the MTFP mainly as a result of a fall in estimated recyclable prices.
- 2.5 To offset these additional costs/reduced income areas, in order to produce a balanced budget the following has assisted: the maximum sum deemed appropriate of NHB monies has been used to help fund the revenue budget, this maximum amount was not going to be taken until 2016/17 this gives an extra £0.145m into the 2015/16 budget to that assumed in the MTFP, a collection fund surplus has been declared through high council tax collection rates giving a one off sum to be used of £0.104m, Strata savings have been factored in at £0.075m which is considered to be a prudent sum and a business rate surplus held in reserves of £0.139m has also been used. Services budgets have been scrutinised and reductions made where possible without affecting service delivery.

### **Draft Revenue Budget 2015/16**

- 2.6 Details of the draft budget for 2015/16 are contained in the draft Budget Book circulated with the agenda. This gives details of the current budget, the draft budget for 2015/16 alongside notes on variation between years and other points of detail to inform members.
- 2.7 The draft budget presented is balanced with expenditure being met from available funding, with the exception of £56,100 being taken from the General Fund Balance to meet the one off costs of the District Council Election in May 2015.
- 2.8 Two special items requests have come forward for debate, both new posts, not currently included in the draft budget:
- Tree Inspections Officer in Streetscene to manage the Council's own responsibilities. This work was undertaken by Countryside Arboriculture Officers (2 officers) however the work demand in this team does not give them sufficient time. The cost is to be part funded by a reduction in hours of another post leaving a total cost to find of £15,000 including on costs.
  - Streetscene Management/Engineer Post in order to increase capacity in the Engineering Team to meet higher expectations on the management of Streetscene assets and flood prevention. The cost is estimated at £34,000 including on costs.

If Members consider one or both of these posts should be included in the budget then they would need to be met from the General Fund Balance in 2015/16 and then factored into future year budget costs.

## **2.9 Government Grant**

The draft budget has been prepared on the basis of a 15% (£0.781m) reduction in the Settlement Funding Assessment for 2015/16 based on the Governments Provisional Local Government Finance Settlement announcement 18 December 2014.

## **2.10 Council Tax**

The draft budget assumes the Council will wish to freeze the Council Tax level for 2015/16 and thereby be eligible for a grant payment from Government. The scheme for this Council means an estimated payment of £0.067m representing an equivalent rise of 1% in the Council Tax. This amount has been promised in the base grant until the next spending review, 2016/17.

The Council could increase its Council Tax level by a 1.99% increase (£121.78 to £124.20 a year, an increase of £2.42 a year) without invoking a council tax referendum; this raises an additional £0.134m in income. However the Council would then not receive the £0.067m grant payment from government.

## **2.11 General Fund Balance**

The Council has an adopted range for the General Fund Balance of £2.8m to £3.6m. Financial monitoring at Month 8 for the current year is projecting the General Fund being £3.397m at the end of 2014/15. This is an estimated outturn position at this stage and factors will affect this sum before year end but it the best estimate available at this stage.

The draft budget presented is balanced with the exception of £56,100 being taken from the General Fund Balance to meet the one off costs of the District Council Election in May 2015. This will therefore leave an estimated balance in 2015/16 of £3.341m subject to any variations in year.

Should members wish to include the two posts identified as special items for consideration in 2.8 above in the report then this would reduce the General Fund Balance down to £3.292m, still within the adopted range.

## **2.12 Business Rates Retention**

The 2015/16 budget uses the Government's funding calculation of £2.307m (provisional settlement) as the income to be derived from business rates; to this an additional £0.252m income has been added to reflect the Council's own rate estimate which is slightly higher. In 2013/14 an additional amount above estimate was achieved and held in the Rates Volatility Fund of £0.139m this is now to be taken into the 2015/16 budget. A similar arrangement will be put in place for 2014/15 should a surplus occur to be used in 2016/17.

## **2.13 New Homes Bonus (NHB)**

The payment for 2015/16 is to be £3.015m, this comprises of sums for the last 4 years totalling £1.822m and £1.193m to be received for the 2015/16 year giving a total payment under the scheme in 2015/16 of £3.015m.

The annual amount is still growing as the scheme adds the previous year sum for six years; therefore the scheme reaches its peak in terms of years payments in 2016/17.

The significant rise in payment for 2015/16 is partly due to housing growth (896 additional occupied properties recorded on Council Tax records, measured October 2014 compared with October 2013) and partly through proactive work undertaken to reduce the number of empty properties shown on the council tax system (reduction of 101 empty properties from the previous year), empty properties are deducted from the NHB calculation.

The draft budget uses £1.5m of NHB monies to support the General Fund Budget; £0.265m is used to increase the New Homes Bonus Volatility Fund to mitigate the risk of any possible changes to the scheme in future years. This gives a balance in the fund of £1.431m being the amount agreed by Council as being the appropriate level to hold.

In addition the draft budget uses £0.167m of NHB, previously agreed by Council, to support posts and costs on a two year temporary basis for the planning and delivery needs of Cranbrook.

After allowing for an agreed payment in relation to a margin payment for the £20m loan for accelerated infrastructure funding to the Cranbrook consortium (estimated at £0.052m) then this leaves a balance £1.031m available for the Capital Programme.

As previously outlined to members there is risk to using NHB to fund day to day service provision as the rules over payment may be changed by Government and levels received will fluctuate based on housing growth. This risk has been mitigated by limiting the amount that will be used to support general revenue expenditure (£1.5m maximum) and to hold a reserve to give the Council time to restructure its budget whilst utilising the reserve.

NHB projected payments are shown below.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Projected NHB monies</b>	<b>3.015</b>	<b>3.921</b>	<b>4.517</b>	<b>4.975</b>
<b>Payment to government on £20m loan for Cranbrook town centre infrastructure</b>	0.052	0.074	0.074	0.074
<b>Transfer to General Fund</b>	1.500	1.500	1.500	1.500
<b>Transfer to NHB Volatility Fund</b>	0.265	-	-	-
<b>Used for Cranbrook Resources</b>	0.167	0.083	-	-
<b>Balance Available for Capital programme</b>	<b>1.031</b>	<b>2.264</b>	<b>2.943</b>	<b>3.401</b>

## 2.14 Transformation Reserve

The Transformation Reserve currently has an estimated uncommitted balance of £0.250m.

The draft budget proposes that the reserve is used in 2015/16 as follows:

£61,970 Funding for back capture scanning required prior to any office relocation and required for improved working practices – documents that are needed to be accessed by services on a daily basis.

£25,000 Payment of “dowry” to landowner of Branscombe toilets to refurbish the building. All liabilities and costs will be transferred to landowner with the agreement to continue providing public toilets for the beach. Resulting in annual savings to the Council of £12,000 with no future refurbishment liabilities.

This leaves an uncommitted balance on the reserve of £0.163m. It should be noted that the office relocation project has had allocated to it £0.705m from this Reserve. Should this project be approved then this cost will be transferred to the project and the sum returned to the Reserve, subject to costs that can be capitalised correctly and transferred to a capital project.

### **Budget Strategy for future years**

- 2.15 Members have been presented with the Medium Term Financial Plan estimates showing a budget deficit in the order of £2.8m by 2020/21. This figure is an estimate which will continually vary and will also need to reflect on the messages in the recent Autumn Statement of continuing reductions in public spending, but what this position clearly indicates is a significant projected gap between what the Council is spending and the resources it will have available to it.
- 2.16 The Council has a good record of tackling and managing budget deficit projections and dealing with issues at an early stage, now that a draft balanced budget is presented for 2015/16 it requires the Council to consider budgets for 2016/17 onwards. Members will be aware that SMT (Strategic Management Team) are working on a 2020 Paper/Strategy to bring to Cabinet in March 2015 with proposals to balance the budget to 2020/21. This Strategy will follow the principles previously discussed and agreed by Cabinet, the imperatives to drive savings being: ICT enabling projects, system thinking reviews, assets, alternative service delivery including sharing and commercial mind set.

## **Housing Revenue Account Budget**

### **The Overall Financial Picture**

- 3.1 In setting the Housing Revenue Account (HRA) budget the HRA Business Plan Model has been used and updated alongside the budget preparation process. This is to ensure affordability of the proposed expenditure plans in 2015/16 and to assess the impact on future years, in particular the ability to meet a £84.4m debt repayment schedule. The 30 year plan allows for significant investment in the HRA stock, whilst ensuring loan repayments are met and still generates a surplus. We are now in the fourth year of HRA self financing and to date we are on target and financially better off than the original Plan.
- 3.2 To date in 2014/15 the Council has acquired 3 additional properties for its housing stock; however this has been more than offset by 26 Right to Buy sales.

### **Draft Revenue Budget 2015/16**

- 3.3 The budget book details the draft estimates for 2015/16. Summary pages from the HRA Business Plan have been included for information.
- 3.4 The budget has been prepared to maintain council homes to a high standard with a comprehensive programme of planned improvements, adaptations and routine repairs. The 2015/16 draft budget maintains significant sums for:
- Major repairs totalling £5m covering new doors, boilers, kitchens and bathrooms, including change of tenancy expenditure, replacement of wooden fascias with uPVC and roof replacements. A further £0.625m of other capital works is planned in 2015/16 as detailed in the capital programme, all being funded through HRA resources.
  - Day to day repairs, programme maintenance and one off works totalling £3.9m.

- 3.5 Rents have been increased on average by 2.44% in line with the government's social rent reform policy. The average rent has increased to £81.97 a week and garage rents have been increased by 1%.
- 3.6 The draft budget proposed generates an in year surplus of £0.151m, which takes into account loan repayments of £1.029m required in 2015/16.
- 3.7 The draft HRA budget will be reviewed by the Housing Review Board on 15 January.

## **Capital Programme**

### **The Overall Financial Picture**

- 4.1 The draft Capital Programme for 2015/16 is funded by using £0.404m from the Capital Reserve and use of PWLB borrowing of £1.259m. The borrowing relates to upfront funding of the Exmouth Regeneration projects with the Programme showing sufficient capital receipts to pay back loans by 2018/19.
- 4.2 The preparation of the draft Capital Budget has been directed by the Capital Strategy & Allocation Group who met on 1 December 2014 to consider scheme proposals. The Group considered funding resources available, the capital appraisal process and then each scheme proposal in turn.
- 4.3 The capital appraisal process has been used to build a capital programme aimed at delivering the Council's stated priorities and ensuring schemes meet set gateways:
  - Gateway 1 fully financed – external grants pay fully for the project, or revenue savings pay back capital investment inside 5 years.
  - Gateway 2 statutory obligation – we have to do it by law
  - Gateway 3 contractual obligation – we have to abide by our contractual agreements
  - Gateway 4 critical business interruption – a major part of the Council's services would not be able to function.

Each scheme is given a score against a set criteria such as how the project meets the Council Plan, the risk involved, any part funding, invest to save and service provision. If gateways are passed then the project is approved subject to there being sufficient funds and then scoring is considered to give priority where resources are insufficient. Those schemes that do not pass a gateway are also scored to give a sense of priority against the funding available.

### **Draft Capital Budget 2015/16**

- 4.4 The attached booklet details the draft capital programme for 2014/15 to 2018/19, gateway and scoring information is included against the new capital bid items.
- 4.5 The draft capital budget for 2015/16, detailed in the attached budget book, shows a shortfall to be met from the Capital Reserve of £0.404m. Borrowing has been used of £1.259m to fund Exmouth regeneration projects which in overall terms are shown to be self funding with capital receipts to match the expenditure. Detailed reports on these projects have and will continue to be presented to Council before approval is given so the full implications and safeguards can be explained.

- 4.6 The overall capital position shows a balance on the Capital Reserve of £0.299m at the end of 2015/16, New Homes Bonus monies is helping to fund the capital programme going forward reducing the need to borrow for the Exmouth Regeneration projects and when receipts are received this replenishes the Capital Reserve to a healthy position in 2018/19 of £5.185m, although it is certain further schemes/projects will come forward in future years to call upon the Council's capital resources. If high priority schemes wish to be advanced by members, such as Exmouth Town Hall refurbishment, then consideration could be given to the financial position of not utilising NHB monies to reduce loan repayments for the Exmouth Regeneration schemes and to use this funding on such projects but this will have revenue implications in borrowing costs.

### **Capital Reserve.**

#### **Capital Reserve**

Below is shown the effect on the Capital Reserve as a result of the proposed draft capital budget. Under current arrangements a significant amount of New Homes Bonus monies is used to support the capital programme; £1.031m in 2015/16, £2.264m in 2016/17, £2.943m in 2017/18 and £3.401m in 2018/19.

The Capital Reserve is used as the last call on financing any funding gaps in the capital programme.

<b>Capital Reserve</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Opening Balance</b>	(2.509)	(703)	(0.299)	(0.299)	(0.299)
<b>Use of/(contribution to) funding capital programme</b>	<u>1.806</u>	<u>0.404</u>	<u>(0.000)</u>	<u>0.000</u>	<u>(4.886)</u>
<b>Closing Balance</b>	<b><u>(0.703)</u></b>	<b><u>(0.299)</u></b>	<b><u>(0.299)</u></b>	<b><u>(0.299)</u></b>	<b><u>(5.185)</u></b>

#### **Other Balances & Reserves available to the Council**

- 5.1 The Council holds other earmarked reserves; the main ones are detailed below:

##### **Local Authority Business Growth Incentive Scheme Reserve (LABGI)**

The purpose of this reserve is to promote and deliver economic development. The estimated uncommitted balance currently stands at £0.173m.

##### **Asset Maintenance Reserve**

The balance at the end of 2014/15 is expected to be £1.013m. The draft budget shows £0.159 coming from this balance in 2015/16. This reserve is used to support any building back log maintenance and one off items of asset failure should they arise. Details of spend are presented to the Asset Management Forum.

## Asset Management Reserve

The balance at the end of 2014/15 is expected to be £0.047m; the draft budget shows £0.040m being used in 2015/16. This reserve was set aside by members to assist the Council in developing and delivering an Asset Management Strategy.

## Others

Other earmarked Reserves are held which relate to specific projects, in the main expenditure planned for one off items not undertaken in the year of budget and carried forward to be undertaken in a future budget year where funding has been received against a project which is not completed within the year.

All uses of reserves are detailed in draft budget book.

## 6. Cranbrook Town Council – 2015/16 Budget and Precept

- 6.1 Following earlier decisions of the Council, the first elections to the new Cranbrook Town Council will take place in May 2015. Prior to that the formal order will be made and there is also a need for this Council to set the initial precept for the Town Council.
- 6.2 This is a complicated matter. Although we anticipate that Cranbrook will grow to a size of between 6,000 to 7,500 dwellings (depending on what further planning permissions are granted) the current number of chargeable dwellings for Council Tax purposes for 2015/16 is 849 with a Council Tax Support grant of £1,072. As a consequence, the ability of the new Town Council to raise necessary income is constrained.
- 6.3 All precepts are sensitive and it can be seen from the following examples that there are considerable variations around the District (all figures are current year Band D council tax):
- |             |        |
|-------------|--------|
| Broadclyst: | £45.95 |
| Rockbeare:  | £53.74 |
| Axminster:  | £52.76 |
| Budleigh:   | £35.53 |
| Exmouth:    | £30.43 |
| Honiton:    | £54.67 |
| Ottery:     | £37.30 |
| Seaton:     | £68.03 |
| Sidmouth    | £56.26 |
- 6.4 The majority of residents in Cranbrook currently pay to Broadclyst this being £45.95 for a Band D property. The position is further complicated by the fact that residents of Cranbrook also pay an annual £150 service charge to the management company that is currently responsible for the maintenance of all non-adopted facilities in the new town. Discussions have been held with the management company about the possibility of any accrued sums being transferred to the new Town Council but this is subject to detailed legal negotiations and unlikely to be resolved before the Town Council is established.
- 6.5 An additional consideration is that the S.106 agreement for Cranbrook includes provision for an index linked sum of £50,000 to be claimed from the Community Partnership prior to 1,500 houses being occupied. This sum has not yet been claimed but it is recommended that before next May this sum is claimed on the basis that it will be transferred to the new Town Council once it has established banking facilities.
- 6.6 A further relevant factor is the Younghayes Centre at Cranbrook. This is currently owned and operated by EDDC but it has always been assumed that it would be transferred, once requested by the new Town Council. A business plan is currently being finalised and once occupied by the GP surgery, Pharmacy a potential surplus of £10,000 to £15,000 is

anticipated. The Centre would of course be ideally suited to be accommodation for the Town Council and the Town Clerk.

- 6.7 Following discussions with the Devon Association of Local Councils a draft budget has been prepared. The main item of expenditure would be the salary for the new Town Clerk. Based on the experience of Torbay Council when it set up Brixham Town Council, it is proposed that this will be a decision for the new Town Council to take (not just salary level and whether full time or part time but also taking ownership of the appointment process). This will mean that EDDC staff will assist with the first 2 or 3 meetings before the Town Clerk is in post. The benefit of this is that it will provide some time for the Town Council's funds to build up and also assist in the phasing of expenditure.
- 6.8 On this basis it is recommended that the initial precept be set at £52. This will generate a whole year income of £45,220 (Taxbase of 849 (Band D equivalent properties) x £52 = £44,148 + council tax support grant of £1,072 = £45,220). This number will increase which will assist in income generation for the Town Council and it will be a decision for the Town Council itself in due course as to whether it increases or reduces the precept amount.

## **6. Robustness of estimates and adequacy of reserves.**

- 6.1 This part of the report deals with the requirement of Section 25 (2) of the Local Government Act 2003 in that the Council's Chief Finance Officer (CFO) must report on the robustness of the estimates included in the budget and the adequacy of reserves for which the budget provides.
- 6.2 In terms of the robustness of the estimates, all known factors have been considered and the financial implications have been assessed at the point of preparation. Various budget assumptions have been made including the treatment of inflation and interest rates, estimates on the level and timing of capital receipts, the treatment of demand led pressures, the treatment of planned efficiency savings/productivity gains and levels of income, financial risks inherent in any new arrangements and capital developments and the availability of funds to deal with major contingencies and the need for any provisions. In each of these areas the Council's financial standing, management and track record have been considered in order to prepare robust budget proposals.
- 6.3 The proposed draft budgets for 2015/16 maintain both the General Fund balance and the Housing Revenue Account balance at adopted levels provided actual net expenditure is at, or below, the level forecast. Continuous monitoring and reports to Cabinet will highlight and make recommendations on any corrective action necessary to achieve this during 2015/16

## **7. Prudential Code**

- 7.1 The Local Government Act 2003 also requires under regulation for local authorities to have regard to the Prudential Code for Capital Finance in Local Authorities, issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) when setting and reviewing their affordable borrowing limit.
- 7.2 The key objective of the Code is to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable. A further key objective is to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports prudence, affordability and sustainability.
- 7.3 To demonstrate that local authorities have fulfilled these objectives, the Prudential Code sets out the indicators that must be used and the factors that must be taken into account. These indicators will be presented to the next Cabinet meeting when a recommendation will be made on the budget for 2015/16, Council Tax levy and Council House Rents.

## Service objectives for 2015/16

### Countryside Arts and Leisure Service

Section 3 – Looking forward : what we will do in 2015/16				
Key Service Objectives ( <i>please include consultation or procurement activity required</i> )	Financial/ corporate resource	Lead Officers	Start date	End date
<b>3) Enjoying this outstanding place</b>				
Deliver new countryside outreach work programme within targeted communities across East Devon collaborating with Housing	HRA/Countryside budget	Education Ranger	December 2014	On going
5% visitor increase on all monitored nature reserves over 3-year period	LNR budget	Countryside Team Leader (Sites)	April 2014	April 2017
Complete a programme of habitat creation works to 10ha of newly acquired land at Sheep's Marsh	Environment Agency funds	Countryside Team Leader (Sites)	April 2015	March 2016
Complete a programme of visitor infrastructure improvements at the Axe Estuary Wetlands to coincide with the opening of the Stop Line Way	EDDC Capital/LNR budget	Countryside Team Leaders	April 2014	September 2014
Develop a programme of health walks, green gym project and GP referral scheme that helps to deliver the East Devon Public Health Plan in collaboration with LED.	Health & Wellbeing funds	Service Lead & Countryside Team Leader (People)	April 2015	Ongoing
Create a new apprenticeship scheme with Bicton College that supports the annual placement of at least 2 students p.a. as part of their Countryside Management diploma & links to East Devon's Public Health Plan	Countryside budget	Service Lead & Countryside Team Leader (People)	April 2015	Ongoing
Develop and roll out Community Orchard project collaborating with Housing & Streetscene services that links to East Devon's Public Health Plan & Green Space Strategy.	Countryside & Housing budget	Service Lead & Countryside Team Leader (People)	April 2015	Ongoing

Continue to ensure that high quality & accessible green space is being provided within Cranbrook as part of the Phase 3 plans	S106 funds	Service Lead, Cranbrook CP Ranger	April 2015	Ongoing
Develop new income streams around woodland products, corporate away days and new events to help support the work of the Countryside team	Countryside budget	Service lead & Countryside Team Leader (People)	April 2015	Ongoing
Develop an EDDC Green Space Strategy in collaboration with Streetscene, Housing & Planning Services	Corporate	Service Lead	January 2015	September 2015
Tree team to implement new processes and ways of working from recommendations from the finalised Systems Thinking review undertaken in 2014/15	Corporate	Service Lead & Tree Officers	April 2015	Ongoing
Implementing recommendations from our ACE funded Strengthening the Business Model -  THG to invest in Education Officer role with ACE funding to deliver Education and Community engagement programme with schools, teachers, artists, families, socially excluded groups and young people.	Arts Council funds	Service Lead & THG Team	April 2015	March 2016
To deliver an annual education programme to at least 1000 schoolchildren with involvement of 10 primaries and 5 secondary schools including CPD teacher opportunities	THG budget	THG Team	April 2015	March 2016
To develop and deliver a programme of 4 significant community projects annually	THG budget	THG Team	April 2015	March 2016
THG will develop and expand outreach offer – taking resources out into community during exhibition changeover period to reach new audiences/ generate interest in exhibition programme and gallery activities.	Arts Council funds	THG Team	April 2015	Ongoing

THG to programme five significant exhibitions a year attracting an audience of 9000 annually.	THG budget	THG Manager	April 2015	March 2016
THG to engage rurally-isolated Blackdowns Hills communities through Dudman/ Locke and Soil Culture exhibitions.	THG budget	THG Team	April 2015	Ongoing
THG will engage socially excluded young people in Honiton through HLF funded animation workshops, creating a video-map project showing the legacy of Elmfield House.	HLF funds	THG Team	April 2015	March 2016
THG to support arts graduates and volunteers to develop work-place skills, using Making It Local funding. Continue to offer student placements, work experience opportunities for those out of work or looking to get back to work and a social media internship.	Making it Local grant	Service Lead & THG Manager	April 2015	March 2016
Manor Pavilion Theatre will be looking to introduce its own Gift Vouchers which will then be used and available every year.	Manor Pavilion budget	Theatre Manager	April 2015	Ongoing
Implementation of new Manor Theatre computerised box office system to enable business processes to operate more efficiently	Revenue budget implications	Service Lead & Theatre Manager	April 2015	March 2016
The Theatre will be running the third year of the Summer Season, the contract will need to be looked at, and the next 3 years arrangements made.	Manor Pavilion budget	Service Lead & Theatre Manager	September 2015	April 2016
Redecorate the Theatre's back stage area's at a suitable time in the year	Capital budget	Property Services	April 2015	March 2016
Support the work of the East Devon AONB & Blackdown Hills AONB Partnerships to deliver their annual business plan outputs – promoting the value of the landscape and wildlife of	AONB budgets	Service Lead & AONB Managers	April 2015	Ongoing

these nationally important landscapes				
Continue to support the improvements planned for Sidford's playing pitches (drainage, improved parking, levels of participation etc) working in partnership with Sidmouth RFC & Sidmouth AFC	Capital budget	Service Lead	April 2015	Ongoing
Continue to support the work of Villages in Action ensuring that East Devon's rural communities benefit from high quality cultural & artistic performances.	Arts Development budget	Service Lead	April 2015	Ongoing

## Environmental Health and Car Parks Service

<b>Section 3 – Looking forward : what we will do in 2015/16</b>				
<b>Key Service Objectives (please include consultation or procurement activity required)</b>	<b>Financial/ corporate resource</b>	<b>Lead Officer</b>	<b>Start date</b>	<b>End date</b>
<b>1) Living in this outstanding place</b>				
To develop the Environmental Health service's role in contributing to the Public Health Agenda by working within the East Devon Public Health and Wellbeing Officer Group. The group will peer review, develop and implement ideas, projects and events.	Environmental Health Budgets	AE	1/4/15	31/3/16
Review the scope and content of the Environmental Health Neighbourhood Assessment programme and redesign the process to work in partnership with other organisations, coordinated by the Public Health Project Officer to focus on health and well being issues in priority locations. We will consider a range of engagement mechanisms including online tools.	Environmental Health Budgets	AE	1/4/15	31/3/16
We will review and implement all relevant aspects of local air quality management in East Devon and we will to represent East Devon at the Chartered Institute of Environmental Health's Devon Air Quality Working Group. We will work with partners to develop the concept of "Healthy Honiton" into a project that relates to the Honiton AQMA.	Environmental Health Budgets DEFRA grant funding Possible S106 contributions	JHW	1/4/15	31/3/16
We will review our pest control service options and prepare a report for the Council's consideration with recommendations for the future delivery of pest control services on both Council owned land and services offered to the public generally. We will implement Members recommendations and update our procedures covering all aspects of pest control service requests.	Environmental Health Budgets Income generating treatment services	AE	1/4/15	31/3/16
We will carry out a project that focuses on public safety and wellbeing in our residential homes, focusing on slip and trip risks in partnership with others, to reduce the incidence of injury in these homes.	Environmental Health Budgets	ALF	1/4/15	31/3/16

2) Working in this outstanding place				
We will continue to consult with the East Devon Chambers of Commerce to keep under review the present regime of parking fees and charges in East Devon. We will explore alternative options that might better meet both the revenue needs of the council and the perceived needs of the business communities we serve. We will identify, evaluate and if appropriate make full use of other sources of revenue within our car parks, including (but not restricted to) the opportunity to generate additional revenue from the display of advertisements on both pay and display tickets and displayed within the car park itself.	Parking services Budget	AE	1/4/15	31/3/16
We will review our arrangements for collecting cash from our car park pay and display machines and we will use our established procurement processes to ensure that we deliver a robust, quality service that also provides good value for money.	Parking services Budget	AE	1/4/15	31/3/16
Over the coming year we will develop a scheme to promote and to formally assess and approve applications for specific events and activities to take place in our car parks. In order for those events or activities to be approved they will need to demonstrate that they are ancillary to the main use of the site as a car park, that they will not be harmful to local trade, that they will not be detrimental to the amenity of the area and that they will not in any way affect the efficient operation of that car park.	Parking services Budget – potential income generation	AE	1/4/15	31/3/16
We will carry out a cleaning review project at our higher risk food businesses, to educate proprietors on effective cleaning techniques and reduce risks to food safety	Environmental Health Budgets	ALF	1/4/15	31/3/16
We will maintain existing service levels across the Commercial Premises Team, continuing to support businesses and encourage a thriving economy.	Environmental Health Budgets	ALF	1/4/15	31/3/16
We will raise awareness of the danger of extremism through the implementation of the Prevent project and cascade appropriate training to our own managers and workforce.	Environmental Health Budgets	AE / GM	1/4/15	31/3/16

We will assess the feasibility of introducing the option of additional food hygiene inspections at the request of food business operators. This is likely to be a service that will be paid for at the point of delivery and it is envisaged that such visits could be requested on the basis that improvements have been carried out and that the operator would like a revised food hygiene rating sooner than he might expect under the current local authority funded regime. The service might also be of interest to food businesses who are interested in obtaining additional advice and support in connection with proactively improving their food hygiene rating score.	Environmental Health Budgets	ALF	1/4/15	31/3/16
We will review other models for the delivery of car parking services in our towns and communities and where appropriate we will consider alternative options to the traditional local authority run operation.	Parking Services	AE	1/4/15	31/3/16
<b>3) Enjoying this outstanding place</b>				
We will continue to review our car park fees and charges and where appropriate we will respond to situations with special offers and we will report to Members with an annual review during the autumn.	Parking Services Budgets	AE	1/4/15	31/3/16
We will implement a clearly stated new policy to encourage drivers of larger motor homes to visit and explore our towns. We will designate certain motor home-only parking bays in popular car parks and we will publicise the fact that we welcome such vehicles in these car parks.	Parking Services Budgets	AE	1/4/15	31/3/16
We will work to safeguard the health and wellbeing of residents and visitors by implementing our food safety sampling and inspection programme and we will issue each of our catering and food retail businesses with a food hygiene rating score which we will publish <a href="#">here</a> .	Environmental Health Budgets	ALF	1/4/15	31/3/16
We will listen to people who are telling us about issues with other people's dogs. We will develop our role in promoting responsible dog ownership and encourage adherence to good practice.	Environmental Health Budgets	JHW	1/4/15	31/3/16

4) Outstanding Council				
We will continue to work to ensure that all Environmental Health service requests receive a timely and appropriate first response and that we take action in accordance with team procedures and best professional practice leading to a satisfactory resolution of cases within a reasonable timescale.	Environmental Health Budgets	AE	1/4/15	31/3/16
We will review the Environmental Health licensing procedures currently in use, seeking to identify successes and shortcomings and to develop new procedures encompassing current legislation, case law and professional guidance.	Environmental Health Budgets	AE	1/4/15	31/3/16
We will review our in-house dog warden service and report to Members on the effectiveness of its role within the Environmental Protection team and make recommendations for the future delivery of services to promote responsible dog ownership and animal welfare, to regulate Licensed boarding and breeding establishments, to investigate dogs that are allegedly causing a nuisance or that are potentially dangerous and to fulfil our statutory responsibilities in respect of stray dogs.	Environmental Health Budgets	AE	1/4/15	31/3/16
We will review our procedures for regulating installations that require a pollution prevention and control permit in order to operate within East Devon. We will ensure that the Council meets in full all of its statutory obligations in relation to Environmental Permits.	Environmental Health Budgets	JHW	1/4/15	31/3/16
We will review our professional fees and charges to ensure that where costs are recovered externally, that the amount is reasonable and reflects the true cost to the public purse and includes organisational on-costs.	Environmental Health Budgets	AE	1/4/15	31/3/16

## Housing Service

Section 3 – Looking forward : what we will do in 2015/16				
Key Service Objectives ( <i>please include consultation or procurement activity required</i> )	Financial/ corporate resource	Lead Officers	Start date	End date
<b>1) Living in this outstanding place</b>				
Our Homes & Communities Plan aims are:				
1. Provide a range of affordable housing to meet housing needs.	HRA/Capital Plan	DB	Ongoing	
2. Prevent homelessness wherever possible, and otherwise ensure that accommodation is provided for those who do become homeless.	General Fund	DB	Ongoing	
3. Maintain and manage the council owned housing stock to a high standard, actively involving tenants in all aspects of the service.	HRA	SB	Ongoing	
4. Bring sub-standard housing (of all tenures) up to current standards.	HRA/General Fund/Capital Plan	MS	Ongoing	
5. Improve the use and safety of housing.	Ditto	MS	Ongoing	
6. Enable elderly persons, disabled people, and people with special needs to live as Independently as possible and remain in their own homes if they so wish.	Ditto	MS/SB	Ongoing	
7. Improve the sustainability and energy efficiency of housing and eliminate fuel poverty.	Ditto	MS/DB	Ongoing	
8. Widen the choice of housing, especially for those in priority need.	Ditto	DB	Ongoing	
9. Support the improvement and regeneration of local communities by encouraging social inclusion, involving children and young people in housing issues, and enabling residents to actively participate in their communities.	Ditto	SB	Ongoing	
10. Have consistently satisfied customers.	Ditto	All	Ongoing	

<b>2) Working in the outstanding place</b>				
Implement the Staff Engagement Survey actions 2014.	HRA/GF	DB/SB/MS	June 2013	June 2014
<b>3) Enjoying this outstanding place</b>				
Run a range of activities and initiatives that promote community cohesion and inclusion.	HRA	SB	Ongoing	
<b>4) Outstanding Council</b>				
<b>Core Service Specific Actions</b>				
Produce at least 100 new affordable homes per annum.	Capital Plan/HRA	DB	Ongoing	
Produce at least one rural affordable scheme per annum.	Capital Plan	DB	Ongoing	
Maintain a healthy Housing Revenue Account, manage debt/loan portfolio, and programmes of maintenance, improvement and adaptations to tenant's homes.	HRA	JG	Ongoing	
Manage and utilise all housing assets to best effect and consider disposal where assets are not meeting their purpose.	HRA	JG	Ongoing	
Maintain high levels of rental and other income whilst achieving affordable homes and affordable warmth for tenants.	HRA	SB	Ongoing	
Manage the impact of Welfare Reform including Universal Credit to minimise any adverse impact on tenants and the business.	HRA	SB	Ongoing	
Procure services and programmes efficiently achieving value for money for service users.	HRA	JG	Ongoing	
Explore opportunities for introducing fair and proportionate service and support charges.	HRA	SB	Ongoing	
Comply with the regulatory framework and evidence achievement of the standards.	HRA	JG	Ongoing	
Support the Tenant Scrutiny process, Tenant Representative Group and Service Review Groups.	HRA	SB	Ongoing	

Deliver service efficiencies and improvements through the application of Systems Thinking techniques and ensure that we do 'what matters' for customers.	HRA/GF	All	Ongoing	
Improve the environment on selected estates.	HRA	SB	Ongoing	
Engage with identified Troubled/Targeted Families.	HRA	SB	Ongoing	
Continue the programme of estate walkabouts and Blitz Days.	HRA	SB	Ongoing	
Implement the Anti Social Behaviour, Crime and Policing Act 2014.	HRA	SB	Ongoing	
Refresh and implement the Tenancy Fraud strategy/policy and maintain robust tenancy checks.	HRA	SB	Ongoing	
Deliver continuing improvements in communal cleaning and grounds maintenance.	HRA	SB	Ongoing	
Undertake Fire Risk Assessments in flats and implement any improvements required to comply with good practice advice.	HRA	DB	Ongoing	
Implement the Private Sector Housing Renewal Plan delivery actions.	GF	MS	Ongoing	
Implement the loan scheme to provide alternative assistance through partners for elderly and vulnerable home owners to carry out repairs to their properties and to remain in their own homes.	GF	MS	Ongoing	
Ensure that private landlords register with a regulator under the Redress Scheme, and ensure estate agents and managing agents display fees in a clear and effective manner.	GF	MS	Ongoing	
Improve conditions in the private rented sector using advice and enforcement, specifically targeting houses in multiple occupation.	GF	MS	Ongoing	
Implement the Home Energy Conservation Act Strategy aimed at improving the thermal efficiency of homes in the district.	Capital Plan/GF	MS	Ongoing	

Implement the Empty Homes Strategy and revise the action plan.	GF	MS	Ongoing	
Reshape the Disabled Facilities Grant scheme in accordance with the Better Care Fund.	GF	MS	Ongoing	
Implement the Mobile Homes Act 2013.	GF	MS	Ongoing	
Complete the risk assessments of private water supplies and maintain a sampling regime, providing an annual report on progress to the Drinking Water Inspectorate.	GF	MS	Ongoing	
Develop the Switch project for training and employment opportunities for younger people.	HRA	SB	Ongoing	
Develop targeted community projects and facilities for young tenants to develop their skills.	HRA	SB	Ongoing	
Maintain the Devon Home Choice regional Choice Based Lettings scheme and ensure that we match the right people with the right home.	HRA/GF	DB	Ongoing	
Increase Home Safeguard income and ensure that the service is self-funding.	GF	SB	Ongoing	
Expand the use of Home Safeguard including lone working and telecare services.	GF	SB	Ongoing	
Support tenants in holding an annual tenant conference.	HRA	SB	Ongoing	
Expand homeless prevention work and have less temporary accommodation in use and fewer homeless acceptances.	GF	DB	Ongoing	
Continue to reduce the average void times and End to End times.	HRA	DB	Ongoing	
Achieve all responsive repairs within target timescales and at tenant's convenience.	HRA	DB	Ongoing	
Resolve penetrating dampness issues and ensure wind and weather tight properties.	HRA	DB	April 2015	

Meet the local offers/standards commitments to tenants contained in Our Commitments to You.	HRA	JG	Ongoing	
Implement a new housing management IT system to improve customer journeys, and facilitate mobile working and document management.	HRA	JG	Ongoing	
Encourage tenants to use digital self service and upgraded website.	HRA	SB	Ongoing	
Promote projects that improve resident's health and wellbeing.	HRA/GF	JG	Ongoing	
Continue to explore the Housing HUB concept for improved customer service.	HRA	DB	Ongoing	
Introduce the Countryside outreach project for tenants.	HRA	SB	Ongoing	
Undertake a longitudinal study of tenant opinion.	HRA	DB	April 2015	Ongoing
Act on the STAR tenant satisfaction survey results.	HRA	DB	April 2015	Sept 2015
Enable the introduction of Tenant Inspectors.	HRA	DB	Jan 2015	Ongoing
Explore the options for a Handy Person Service.	HRA	DB	April 2015	Ongoing
Implement a programme of fuel efficiency measures for off gas properties.	HRA	DB	Sept 2015	March 2016
Refresh the Homes and Communities Plan.	HRA	DB	April 2015	

## Finance Service

<b>Section 3 – Looking forward : what we will do in 2015/16</b>				
<b>Key Service Objectives (please include consultation or procurement activity required)</b>	<b>Financial/ corporate resource</b>	<b>Lead Officer</b>	<b>Start date</b>	<b>End date</b>
<b>1) Living in this outstanding place</b>				
<p><b><u>Revenues &amp; Benefits Service</u></b></p> <p>The introduction of Universal Credit will begin to affect our customers and we will need to work locally with DWP to keep customers informed and aware of the various implications. We will offer appropriate advice and ensure budgeting sessions are made available to customers.</p> <p>Inline with DWP universal credit roll out programme ensure Council staff resources are appropriate for the reduction in subsidy and workload.</p>	Existing funding and resources will be directed to this area.	Libby Jarrett	Started	Review March 2016
The local Council Tax Support Scheme for 2015/16 has been adopted with no amendments to the existing scheme other than applying appropriate uplifts. A full review will be undertaken in 2015/16 in relation to a scheme for 2016/17, this will involve working with other Devon authorities and possible extensive public and stakeholder consultation.	Existing funding and resources will be directed to this area and some funding has been set aside.	Libby Jarrett	Feb 2015	Dec Council 2015
<b>2) Working in this outstanding place</b>				
<p><b><u>Procurement</u></b></p> <p>Our procurement strategy includes the objective to increase the proportion of our spend with SMEs/local suppliers. We will ensure that these businesses are aware of our requirements and how we buy – through our Procurement web pages and taking part in local meet the buyer days. We have begun this process and will continue to work to aid local businesses</p>	No additional costs	Colin Slater	Started	Review March 2016

where legally and technically viable.				
Implementation of key actions as defined in the Procurement Strategy.	No additional costs and £70k annual savings target remain in place.	Colin Slater	Started	Review March 2016
<b>4) Outstanding Council</b>				
<b><u>Revenues and Benefits</u></b> Final implementation of E-billing, Self Service & Risk Based Verification to enhance customer service and secure savings.	Budget for implementation in place. Savings should accrue.	Libby Jarrett	Started	Review Feb 2015 and March 2016
Business Rate & Council Tax income are key factors in the Council's finances and we need to ensure we are optimising the identification and collection of rates due.	No additional costs. Business Plan agreed with preceptors	Libby Jarrett/Laurelie Gifford	Started	Review Dec 2014 and Dec 2015
Bring sundry debtors into Revenues and Benefits service, restructure collection team and carry out review of processes to see if further improvements in collection and customer satisfaction can be achieved.	Funding of new managers post has been managed through existing budgets.	Libby Jarrett	November 2014	November 2015
Design policy and procedures and then implement changes on corporate anti fraud and compliance focusing on the revenues and benefits service and to consider Council wide issues (including electoral registration). The purpose being to safeguard public funds and maximising income to the Council.	A business case has been approved by SMT which shows this as self funding.	Libby Jarrett	Started	March 2016
<b><u>Financial Services</u></b> Complete roll out E-Procurement module (electronic ordering) to remaining service areas.	No additional costs	Laurelie Gifford	Started	December 2015
Prepare 2014/15 Accounts to an appropriate standard that requires no additional audit days to be purchased from external auditor.	No additional costs	Laurelie Gifford	January 2014	June 2015

To implement structure changes within the Income & Payments team following the transfer of sundry debtors and to ensure the accountancy service is fully staffed to deliver its functions.	No additional costs, minor savings maybe generated.	Laurelie Gifford	Started	May 2015
To ensure the Council has appropriate plans in place that will deliver a balanced Council budget up to 2020/21.	No additional costs	Simon Davey	Started	May 2015
<b><u>Customer Service Centre</u></b> When suitable for the customer - Increase the number of customers who make self service transactions away from face to face and telephone.	To secure savings	Cherise Foster	Started	Review October 2015
Explore if efficiencies can be achieved from the handling of general calls – benefits of Link system/direct lines.	To secure savings	Cherise Foster	January 2015	December 2015
Review services provided and possible additional services that can be carried out by the CSC.	To secure savings	Simon Davey/ Cherise Foster	Started	March 2016
<b><u>Procurement</u></b> We will promote the Tendering portal, Supplying the South West (via ProContract), to streamline supplier tendering, adoption and contract monitoring. We will continue to encourage transparency and openness wherever possible in our business transactions.	No additional costs	Colin Slater	Started	Review March 2016
We will ensure that our suppliers are aware of our policies including Equality, Fraud, Anti-bribery, Whistle Blowing.	No additional costs	Colin Slater	Started	Review March 2016
<b><u>Local Land Charges</u></b> To improve the efficiencies and accuracies of the new land charges system; this mainly relates to work on data cleansing on information pulled into the system from other areas. An audit will be undertaken of data integrity.	Costs will be recovered through charges	Nick Wright	Started	March 2016

<p><b><u>ICT - Strata</u></b>  Implementation of new ICT delivery model to deliver savings, resilience and capacity as detailed in the Business &amp; Implementation Plan.</p>	<p>Budgets and savings approved</p>	<p>Simon Davey (EDDC Board member)</p>	<p>Started</p>	<p>Reviewed through year.</p>
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## Legal, Licensing & Democratic Services

Section 3 – Looking forward : what we will do in 2015/16				
Key Service Objectives ( <i>please include consultation or procurement activity required</i> )	Financial/ corporate resource	Lead Officers	Start date	End date
<b>1) Living in this outstanding place</b>				
Continue to secure affordable housing (and other planning benefit through planning and property transactions and appropriate advice to council committees)		HGL	started	2017
Consult on and implement revised Licensing and Gambling Policies following statutory and guidance changes.		JT	Jan 2014	2017
Continue to support the development management function in securing the right development in the right place, and taking effective enforcement action against unauthorised and harmful development.		HGL	started	2017
Continue to support the planning policy team through the Local Plan inquiry process and implementation of the Community Infrastructure Levy.		HGL	Started	2015
<b>2) Working in this outstanding place</b>				
Legal strategy/implementation for major projects and processes (in-house with external resources as necessary).		RP	Started	2017
Implement electronic working for Licensing Team, including mobile working		JT/NMcD	Started	Dec 2015
<b>3) Enjoying this outstanding place</b>				
<b>4) Outstanding Council</b>				
Provide governance advice (especially in relation to new corporate projects) to facilitate effective corporate decision making.		RP/legal team	Ongoing	
Deliver service efficiencies and improvements through the application of Systems Thinking techniques and ensure that we do 'what matters' for customers.		All	Ongoing	

Provide legal advice to enable informed and appropriate strategy to be adopted for maximising value of Council's property assets.		Legal team	Ongoing	
Implement 'Paper light' committee agenda policy following introduction of member laptops after 2015 election.		DV	Started	2015
Continue to provide integrated interdisciplinary legal service for major projects such as office relocation, Seaton and Exmouth Projects		Legal team	Ongoing	
Deliver member welcome/training following district council elections		DV/RP	May 2015	Dec 2015
Developing licensing service links with social media to improve engagement with customers and residents.		JT	Jan 2014	Dec 2015
Provide strategic legal advice on policy implementation at senior officer briefings and at as contribution to Committee report preparation.		Legal team	Ongoing	

## Organisational Development and Transformation

Section 3 – Looking forward : what we will do in 2015/16				
Key Service Objectives <i>(please include consultation or procurement activity required)</i>	Financial/ corporate resource	Lead Officers	Start date	End date
<b>1) Living in this outstanding place</b>				
Continue with participatory budgeting work with town and parish councils to deliver sports and play areas.	GF	Jamie Buckley	Ongoing	
<b>4) Outstanding Council</b>				
Support council's office accommodation plans including internal and external communication.	GF	Lisa Mansell	Ongoing	
Consultation with staff and UNISON on workplace and location changes and implementation of new policies.		Karen Jenkins		
Carry out Best Value and Equality consultation in relation to proposals for the location for the new accommodation.	GF	Jamie Buckley Karen Jenkins	From decision date	
Project executive for Worksmart project	GF	Karen Jenkins	Ongoing	
Support development of Strata as an organisation that people want to belong to through staff engagement activities including development of values, behaviours and implementation of staff engagement survey.	GF	Karen Jenkins	Ongoing	
Agree actions following Viewpoint Survey and implement an awareness campaign for 2014.	GF	Lisa Mansell Karen Jenkins	April 2015	Ongoing
Project Executive for 'Open for Business' to develop transactional services on new website	GF	Karen Jenkins	April 2015	April 2016
Develop new HR policy in line with new legislation particularly relating to shared parental leave and other forthcoming changes.	GF	HR Business Partners	April 2015	April 2015
Implement provisions of Transparency Code legislation.	GF	Terry Wilson	April 2015	April 2015

Develop new intranet to support new office accommodation, mobile working and improve officer access to information.	GF	All OD covering each key area	April 2015	October 2015
Delivery of new welcome process online module	GF	Jo Avery	Ongoing	May 2015
Develop I Trent learning and development functionality to help remove manual processes around booking courses.	GF	Terry Wilson	June 2015	October 2015
Develop new council plan to reflect council ambitions and delivery for 2015-19.	GF	Karen Jenkins	July 2015	September 2015
Work with Streetscene to deliver communications and consultation in relation to the new refuse and recycling contract	GF	Jamie Buckley Lisa Mansell	Ongoing	2015
Take on payroll services for Teignbridge District Council – level of service to be agreed	GF	Terry Wilson	TBA	
<p>Other ongoing work include:</p> <ul style="list-style-type: none"> <li>• Providing Learning and Development opportunities to staff</li> <li>• Development of I trent learning and development function</li> <li>• Demand analysis and measures development for HR admin team</li> <li>• Managing starters/leavers and contracts</li> <li>• Responding to FOI requests and dealing with complaints</li> <li>• Implementing staff engagement survey and managers' commitments survey and responding to actions</li> <li>• Managing absence, grievance, disciplinary and employee issues</li> <li>• Ongoing management of communication through press releases, press statements and campaigns to manage council reputation</li> </ul>				

## StreetScene Service

<b>Section 3 – Looking forward : what we will do in 2015/16</b>				
<b>Key Service Objectives (please include consultation or procurement activity required)</b>	<b>Financial/ corporate resource</b>	<b>Lead Officers</b>	<b>Start date</b>	<b>End date</b>
<b>1) Living in this outstanding place</b>				
Council Promise - Deliver the new waste and recycling contract to expand the recyclable materials we collect including cardboard and mixed plastics and negotiate a new contract that represents best value for the residents of East Devon.	General Fund	Recycling & Waste Contract Manager / Service Lead - StreetScene	01/14	04/16
Council Promise - Continue to be in the top ten areas in the country for producing the lowest amount of residual waste (waste that goes to landfill or EFW) and aim to have a recycling rate of at least 50 percent by developing and implement programme of improved recycling rates and reduced landfill through:  (a) Promotions – zero waste/roadshows, and  (b) Education – schools, residents, parishes  (c) Service review – Systems thinking	General Fund	Recycling & Waste Contract Manager	04/12	04/16
Council Promise - Continue to deliver street cleansing and grounds maintenance services that meet residents' expectations and keep satisfaction high.	General Fund	Service lead – StreetScene / StreetScene Area Managers	Ongoing	Ongoing
Council Promise - Undertake more detailed planning across the district in partnership with Devon County Council to enable us to deal with extreme flooding events and ensure that the appropriate flood defences are delivered such as the scheme at Feniton.	Environment Agency and other contributions	Service Lead - StreetScene Manager / Senior Engineer	04/12	04/16 Ongoing

Review our green and open spaces and plan to ensure we are delivering best value and community access	General Fund	Strategic Lead – Housing & Environment  Service Lead – Countryside (leading) / Service Lead - StreetScene	04/14	04/16
Asset mapping & condition survey. Map all of our assets (Street furniture, signs, bridges, flood defence schemes) so we can start undertaking pro-active asset inspections and condition surveys and plan a proactive maintenance budget.  Transfer mapping info onto Emap to improve CSC and customer information regarding Streetscene/Council assets.  Agree an Asset inspection protocol and service asset management plan in conjunction with Estates and inspect assets accordingly	7 <sup>th</sup> TO, Engineers & possibly asset register /inspection software - Uniform  Asset inspection MX app. – yet to be built.  Implications for inspection staffing.	Service Lead - StreetScene	2012  2014	2016  2016
Take a lead role in investigating Integrated Devon Waste Services with our district partners and take advantage of emerging opportunities. Carefully manage this in line with tendering for a new contract, adjusting the approach to achieve the best outcome for our residents and financially.	General Fund	Recycling & Waste Contract Manager / Service Lead - StreetScene	06/2013	04/2016

Develop with our partner Sita an in-cab solution for the refuse and recycling fleet to improve customer service by being able to have more detailed information on collections and be able to react quicker to items such as missed bins and assisted collections	From Capital Funding	Recycling & Waste Contract Manager	10/13	06/14
Review our Engineering department to ensure we have enough resource to competently inspect and asses our large structures, coastal defences and flood scheme assets as well as proactively planning for future flood resilience and other emerging engineering issues.  <ul style="list-style-type: none"> <li>- Systems thinking review of the service</li> <li>- Explore shared opportunities with district partners.</li> </ul>	Unsure at this time	Senior Engineer / Service Lead - Streetscene	11/2014	06/2016
Feniton – Deliver the next phases of the project to provide effective flood alleviation scheme for Feniton. Planning application to be submitted in 2014, with main construction due 2016.	Around £1.6 million scheme, funding required.	Senior Engineer	01/09	2016
Work with partners and stakeholders to secure funding for the production of beach management Plans for Seaton, Sidmouth, Exmouth and Budleigh beaches.  Submit scope of plans to EA for addition to the MTP and try to access FDiGA funding.  Consult with local users/stakeholders and fishermen to understand what is happening to the beaches and how this affects their use.	Around £80k for each plan  Further funds for physical works, as yet unknown	Senior Engineer/Service Lead - Streetscene	08/2013	2020

<b>3) Enjoying this outstanding place</b>				
Maintain existing service levels and through keeping our public open spaces attractive and clean, we will continue to encourage visitors to visit our district and improve investment by business in our area.	Within existing resources	Service Lead – Streetscene / StreetScene Area Managers	04/12	Ongoing
Produce a beach amenity development plan to cover all EDDC beaches. The plan will detail how we can better manage our beach amenity asset, and how we can improve it for the future. To include plans for better managing ASB nuisance from jet skis, partnership enforcement with Exeter and Teignbridge and plans for a patrol boat.	Within existing resources	Beach Safety Officer	04/12	12/2015
To take reasonable and proportionate action to investigate problems and enforce the law in respect of people who commit environmental crime and cause noise, pollution, fly tipping, littering and dog fouling in particular.	Within existing resources	Service Lead – Environmental Health & StreetScene.	03/13	Ongoing
Sidmouth Beach Management Plan (BMP) to produce a beach management plan for Sidmouth beach and Sidmouth East beach which will produce options and costs to manage the beaches over the next 10 years.  <ul style="list-style-type: none"> <li>Working with all stakeholders through Pennington Point working group meetings, progress the Beach Management Plan process to help achieve funding for future protection works which may include beach recharge.</li> <li>BMP to tender &amp; completion</li> <li>Use BMP to design a scheme of works to help protect Pennington &amp; apply for DEFRA funding if appropriate.</li> </ul> End date may slip depending on DEFRA funding application success.	£27K Within existing resources. Extra funding required from partners  Funding required	Senior Engineer	10/11  01//2014  08/2015	12/15  01/2016  02/2017

<b>4) Outstanding Council</b>				
<p>Complete the roll out of smartphones and mobile working technology as part of the Councils Mobile Working Project and design/implement new systems and technologies to make the way we work more efficient; allowing more time to be spent 'on site'.</p> <ul style="list-style-type: none"> <li>- MX Apps</li> <li>- EDDC phone App.</li> <li>- Sita in cab solution</li> <li>- Training for all staff</li> </ul>	TBA	Streetscene Area Managers	04/12	02/2015
<p>Complete a review of the Personal Protective Equipment (PPE) issued to operations staff to ensure it is fit for purpose and meets the latest HSE guidance.</p> <p>Consult SMT/Unions with the changes (Orange uniform hi-vis).</p>	General Fund	Streetscene Area Managers	2013	02/2015
<p>Develop a package of increased events charges across our assets to generate a better income whilst balancing this with ensuring a thriving community.</p> <p>Introduce and market charges for events such as weddings, where key sites such as Connaught Gardens would be closed and rented out for a function, charges would be in line with private sector.</p>	General Fund	Finance Officer	2014	2015
<p>Change Beach Hut rentals to sites only (through AMF report) and investigate other methods for charging to maximise income.</p>	General Fund	Finance Officer	11/2014	04/2015